The Washington State Department of Transportation


# ***Business Directions:***
# WSDOT's 2007-2011 Strategic Plan

**Washington State Department of Transportation**

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Our mission is to keep people and business moving by operating and improving the state's transportation systems vital to our taxpayers and communities

# WSDOT's Mission Statement and Management Principles

**Leadership**
We are committed that WSDOT provide strategic vision and leadership for our state's transportation needs.

**Delivery and Accountability**
We shall manage the resources taxpayers and the Legislature entrust to us for the highest possible return of value. We shall be disciplined in our use of both time and money. We shall account for our achievements, our shortcomings and our challenges to citizens, to elected officials, and to other public agencies.

**Business Practices**
We shall encourage progressive business management practices in delivering cost effective and efficient transportation programs. Our quest for short-term cost savings and business process improvement shall be balanced by the long-term need to preserve and improve the state's transportation systems through sound fiscal planning and asset management.

**Safety**
Concern for the health and safety of the people who use and work on our transportation facilities shall be a paramount value in every area of our business.

**Environmental Responsibility**
Our work shall incorporate environmental protection and improvements into the day-to-day operations of the department as well as the ongoing development of the state's transportation facilities.

**Excellence and Integrity**
Our employees shall work in a culture of workplace excellence and diversity that encourages creativity and personal responsibility, values teamwork, and always respects the contributions of one another and of those with whom we do business. We shall adhere to the highest standards of courtesy, integrity, and ethical conduct. We shall encourage and recognize our employees' professionalism and their career growth.

**Communications**
We shall stress the importance of sharing clear, concise, and timely information with WSDOT employees, elected officials, community leaders, businesses, citizens and taxpayers, others in the transportation community, with the press and other media. We shall strive for the effectiveness of all our employees in meeting WSDOT's communications standards.

Overview

# Strategic Plan Overview

WSDOT's Business Directions is the summary of WSDOT's work plan based on the programs and budgets authorized by the State Legislature and the policies adopted by the Governor. The plan describes the agency strategic directions and initiatives that are part of WSDOT's program and service delivery mandates.

The plan also reflects WSDOT's internal performance management needs, Priorities of Government responsibilities, Government Management and Accountability Performance process, the Governor's draft Results and Action Plan, the Legislative Transportation Benchmarks, the draft OFM Budget Activities, and Washington Transportation Plan's current draft investment priorities.

WSDOT's strategic plan, by design, does not address every WSDOT activity, project, program or function; instead, the plan focuses on strategies which are seen as key for the next two to six years. The six Strategic Initiative (objective) areas support the policy directions (goals) provided by the aforementioned directives, and address the key external and internal driving forces that are affecting or have the potential to affect WSDOT's delivery mandates. This plan was transmitted in accordance with OFM guidance and compliments the 2007-09 agency budget proposal.

Legislative Authority

# WSDOT's Legislative Authority

Title 47 of the Revised Code of Washington (RCW) defines the duties and responsibilities of Washington State's Department of Transportation. RCW 47.01.011 states the purpose of the Department of Transportation as follows:

> *The legislature hereby recognizes the following imperative needs within the state: To create a statewide transportation development plan which identifies present status and sets goals for the future; to coordinate transportation modes; to promote and protect land use programs required in local, state and federal law; to coordinate transportation with the economic development of the state; to supply a broad framework in which regional, metropolitan, and local transportation needs can be related; to facilitate the supply of federal and state aid to those areas which will most benefit the state as a whole; to provide for public involvement in the transportation planning and development process; to administer programs within the jurisdiction of this title relating to the safety of the state's transportation systems; and to coordinate and implement national transportation policy with the state transportation planning program.*
>
> *The legislature finds and declares that placing all elements of transportation in a single department is fully consistent with and shall in no way impair the use of moneys in the motor vehicle fund exclusively for highway purposes.*
>
> *Through this chapter, a unified department of transportation is created. To the jurisdiction of this department will be transferred the present powers, duties, and functions of the department of highways, the highway commission, the toll bridge authority, the aeronautics commission, and the canal commission, and the transportation related powers, duties, and functions of the planning and community affairs agency.*

For a detailed description of statutory requirements on performance measurement, management and reporting, and strategic planning, please see Appendix C.

This plan was drafted in accordance with RCW 43.88.090

About WSDOT

# Who We Are and What We Do

The Washington State Department of Transportation (WSDOT) is responsible for maintaining 20,003 lane miles of highway and 3,555 bridges and tunnels. WSDOT also operates the Washington State Ferries, with a fleet of 28 vessels carrying more than 23 million passengers annually. In addition, WSDOT is a partner with Amtrak in providing the Amtrak *Cascades* passenger rail service, connecting western Washington cities in the Vancouver B.C./Portland, Oregon corridor. With local transit agencies, the agency helps provide bus, vanpool, and other transit services. WSDOT also runs 89 freight railroad cars that carry grain in eastern Washington and operates 16 emergency airfields. In the 2005-07 biennium, based on the 2006 supplemental budget, capital funds total approximately $3.3 billion. Approximately $1.275 billion will be spent on projects associated with the 2003 Funding Package (Nickel), $465 million will be invested in projects from the 2005 Funding Package (Transportation Partnership Account), and $1.558 billion will be invested from pre-existing funding sources. These projects are not only good for drivers, they are also good for the economy

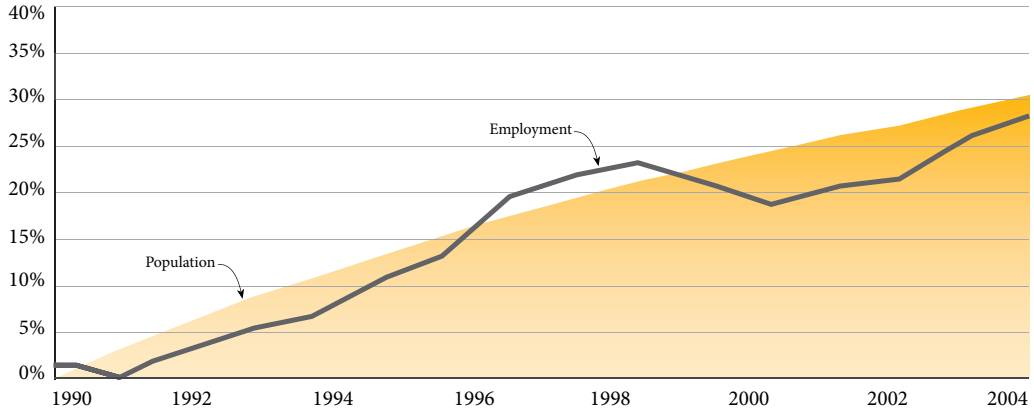
To ensure that people and goods move safely and efficiently, WSDOT engages a workforce of approximately 6,500 FTEs who help WSDOT maintain these transportation systems. These include engineers, vessel captains, maintenance technicians, environmental specialists, planners, and numerous other positions.

On July 1, 2005, WSDOT became a cabinet agency, and the Secretary of Transportation is appointed by and reports to the Governor. WSDOT continues to work with the Washington State Transportation Commission on transportation policy issues and long term investment planning.

### Transportation Demographics in Washington State

The chart below illustrates the rate of population and employment growth over the past 15 years in the state: the two primary factors affecting transportation demand. The state population as of April 1, 2005 was 6,256,400, according to the estimate of the Office of Financial Management.

**Employment and Population Growth in Washington State, 1990-2004**



About WSDOT

# Who We Are and What We Do

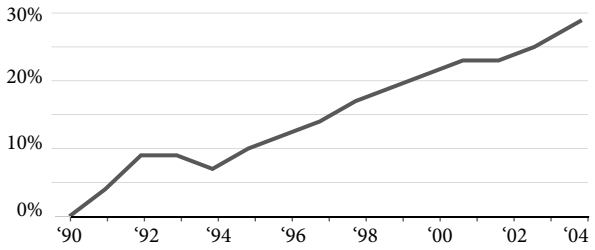
Vehicle miles traveled has grown 29.2% from 1990 to 2004, faster than the population growth of 27%.

Vehicle registrations increased by 36.7% from 1990 to 2004. A total of 4,504,581 people are licensed to drive in the state, 93% of the driving age population. In 2004, the average miles traveled per vehicle was 9,914, for a total of 56 billion miles traveled by motorized vehicles in 2004.

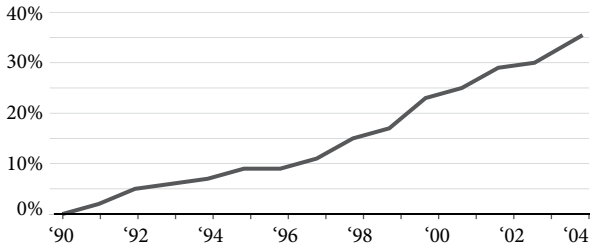
Ferry ridership has increased overall by 15% since 1990, but has been decreasing since 2000. In fiscal year 2004, the Ferry System carried nearly 11 million vehicles and 24 million passengers at 20 different terminals, making it the second most heavily used transportation system in the state after highways. For communities on Vashon Island and four of the San Juan Islands, Washington State Ferries provides the only link for automobile travel to the mainland.

In 2004, Washington residents took over 170 million trips using public transportation. This is a 4.82% increase over 2003 and is the second consecutive annual increase. Washington public transportation providers increased services by offering passengers more hours and miles of service statewide for fixed route, route deviated, demand response, commute rail, light rail, vanpool, and passenger ferry services operated by transit.

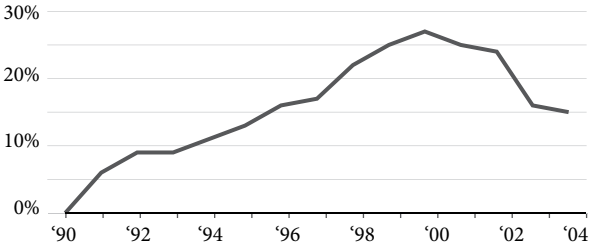
**Growth in Vehicle Miles Traveled**
**Washington State, 1990-2004**



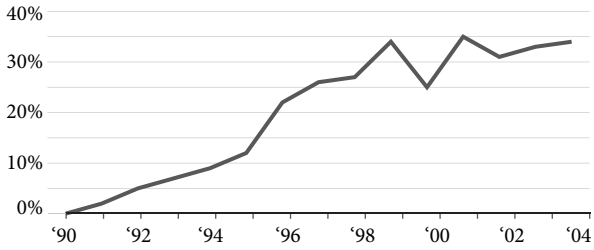

**Growth in Vehicle Registration**
**Washington State, 1990-2004**




**Growth in Ferry Ridership**
**Washington State, 1990-2004**




**Growth in Public Transportation Ridership**
**Washington State, 1990-2004**




Source for graphs on this and preceding page: draft WSDOT Key Facts 2005.

Accomplishments

# Accomplishments Since 2003-07 Update

### The Project Delivery Record

Nickel Projects and Transportation Partnership Account (TPA) Projects achieved positive biennium-to-date delivery success. A total of 17 Nickel Projects have been advertised biennium-to-date; 59% were advertised early or on-time. Meanwhile, seven TPA projects (71%) have been advertised early or on-time.

WSDOT's project completion record is strong. Ten Nickel projects have been completed so far this biennium, 80% on-time and 100% within budget. Of 12 completed TPA projects biennium-to-date, all have been completed within budget. Completions show an excellent schedule performance, with 100% of TPA projects on schedule or early.

Other major projects continue to move forward. Work on the new Tacoma Narrows Bridge reached a milestone, with 81% of the project completed at the end of the second quarter of 2006. The Hood Canal Bridge East Half Replacement Project is 20% complete as of the end of June 2006.

### Communicating with the Public

The *Gray Notebook*, the Government Management and Accountability Performance (GMAP), and WSDOT's presence on the web are strong tools to communicate WSDOT's delivery record. These tools help build public support for transportation investment and increase public visibility of where and how transportation tax dollars are spent.

### Improving Service through Operations

The WSDOT Ferry System continued its strong record of reliability in daily operations, vessel availability, and safety. The Ferry System improved on its good environmental record, adding to a generally successful program of air quality improvements through increased use of low sulfur diesel; the agency is moving toward ultra-low sulfur diesel. The Ferry System will continue to work with the industry to overcome problems experienced in previous tests of biodiesel.

Performance in other areas of transportation continued to show improvement. Maintenance performance on the state highway system continued to be strong, achieving 32 of 33 Level of Service targets, and added increased attention to environmental issues. Traveler information had a strong year: the average daily website usage in 2005 grew by 47% over the previous year. The freeway Incident Response management program measures held steady: the percent of traffic incidents that lasted 90 minutes or more decreased from 211 in the second quarter of 2005 to 204 in the second quarter of 2006. The Aviation Division showed excellent program delivery results. WSDOT's public transit and Commute Trip Reduction programs showed improvements, reporting a 12% increase in operating vanpool vehicles and a 15% increase in daily vanpool ridership between July 2003 and June 2005.

### Planning for the Regional Transportation Investment District

The Regional Transportation Investment District (RTID) was created by the Legislature in 2002. RTID is charged with developing a proposal for improving transportation facilities on highways of statewide significance in King, Pierce, and Snohomish counties. RTID may also propose taxes and fees to provide regional funding contributions to major projects that meet

Accomplishments

# Accomplishments Since 2003-07 Update

the extraordinary infrastructure needs of the Central Puget Sound region. This transportation improvement proposal, including the related taxes and fees, must be submitted for voter approval.

In November 2007, a regional election is planned for the RTID proposal and a companion ballot measure for Sound Transit's Phase 2 investment program of regional transit investments. Both proposals must pass in order for either to be considered approved.

WSDOT has provided a significant level of support for future regional transportation investment planning. WSDOT helped to define and coordinate projects, as well as to develop funding scenarios, funding strategies, and delivery plans.

**The Washington Transportation Plan (WTP) Update Near Completion**

The Transportation Commission, cooperatively with the Washington State Department of Transportation, has been preparing the Washington Transportation Plan (2007-2026) addressing transportation needs for both state-owned facilities and facilities of state-interest. In late Summer and early Fall 2005, the Commission's WTP Team traveled across the state to meet with each of the 14 Regional Transportation Planning Organizations (RTPOs) and the San Juan County Commissioners to get reactions and suggestions on 85 strategically identified proposed programs to address the most critical transportation investment shortfalls. This approach to the WTP revealed a total of almost $38 billion in unmet funding and, within that total, approximately $26 billion in unmet funding to address the highest priorities. The Commission's WTP Team recommended that five key investment guidelines become the framework for all future transportation investments: Preservation, Safety, Economic Vitality, Mobility, and Environmental Quality (see p. 24 for further details). The plan is near completion and will likely be adopted in September 2006

**Establishing the New Office of Transit Mobility**

At the direction of the 2005 Legislature, WSDOT created a new Office of Transit Mobility for the purposes of: guiding the coordination of decentralized public transportation services; increasing connectivity between them; and increasing the integration of public transportation and the highway system.

Since its creation, the Office of Transit Mobility has overseen the award of the $20 million Regional Mobility Grant Program through 14 grants to local governments. These grants target congested regional corridors across Washington State for reductions in vehicle miles traveled and person delay. This program will expand to $40 million in the 2007-09 biennium.

**Personnel System Reform Act (PSRA) Implementation**

The Personnel System Reform Act of July 1, 2005 made sweeping reforms to the state's civil service system, expanding collective bargaining agreements to include wages and benefits, and creating a new option for the state to competitively contract work. To facilitate the implementation of the PSRA, WSDOT participated in the negotiation of contracts, development of the new civil service rules, development of the rules relating to competitive contracting, and training of WSDOT management.

Gas Tax

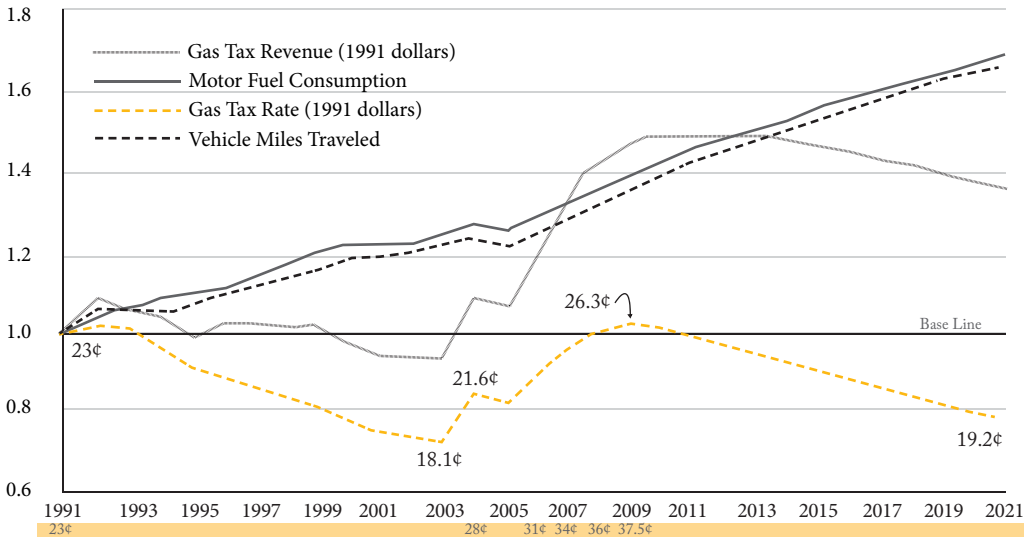
# Trends in Gas Tax Revenues

**How will Washington's gas tax serve future transportation needs?**

The chart below displays the effect of inflation since 1991, when the gas tax was raised to 23¢/gallon, out to 2021. The value of the gas tax (in 1991 dollars) at the 23¢ per gallon rate dipped to a low of 18.1¢ in 2003. When the Nickel tax was added in July 1, 2003, the value of the gas tax in 1991 dollars rises to 21.6¢ per gallon, then starts to decline again. The 2005 gas tax increase is projected to increase the value in 1991 dollars to a high of 26.3¢ in 2009. The value then will start to decline again, reaching a projected 1991 purchasing power value of 19.2¢ in 2021. Revenues from the gas tax (expressed in 1991 purchasing power) follow the same trend line. Even though motor fuel consumption and vehicle miles traveled are steadily increasing, the total amount of gas tax receipts is expected to decline relative to VMT and fuel consumption, after adjusting for inflation. See Appendix B for information about WSDOT receipts and expenditures.

**Growth Rates Compared: Vehicle Miles Traveled, Gas Tax and Gas Tax Rates**

*Fiscal Year (July 1 - June 30)*




**Historical, Current, and Future Look at Gas Tax Revenue Components**

| *(in millions)* | 1991 | 2005 (estimated) | 2021 (projected) |
|---|---|---|---|
| Vehicle Miles Traveled | 45,500 | 55,100 | 75,500 |
| Fuel Gallons of Consumption | 2,600 | 3,200 | 4,400 |
| Gas Tax Revenue (1991 dollars) | $574 | $681 | $836 |

Source for graph and table on this page: draft WSDOT Key Facts 2005.

Emerging Issues and Driving Forces

# Driving Forces: WSDOT's Operating Environment

The following section reflects WSDOT's appraisal of its external and internal environment, and the driving forces that will influence WSDOT's operations and program delivery.

1. Steep Increases in Transportation Demand
2. Aging of Assets
3. Technological Innovation
4. Washington State Ferries Financial Challenges
5. Workforce Challenges
6. Modernizing Information Technology
7. Intergovernmental Initiatives
8. Community Requirements; and
9. External Pressures on Capital Construction Costs

**Steep Increases in Transportation Demand**

A. *For personal travel.* This includes home-to-work, shopping and family transportation, and recreation. Demand from personal travel is expected to continue to grow as a direct function of population and job growth, badly stressing existing facilities and creating additional public pressure to fix the transportation mess. For more detail on this topic, see the graphs and text on pages 5-6.

This growth has been especially acute in the Puget Sound Region. According to the Puget Sound Regional Council (PSRC), "In the twelve years from 1980 to 1992, the population of the Puget Sound region increased 28.9%, the number of employed persons increased 39.4%, and the amount of automobile travel, measured by total vehicle miles traveled (VMT), increased 78.5 percent! ...In the next twelve years (1992 to 2004), while population increased 18.3 percent and employment increased 19.9 percent, VMT increased a comparable 23.3 percent." (*Puget Sound Trends,* August 2005)

B. *For goods movement*. Three aspects of freight underpin our national and state economies: supports national defense, directly sustains hundreds of thousands of jobs, and distributes the necessities of life to every resident of the state every day. WSDOT's freight framework covers these three crucial aspects: Global Gateways – international and national trade flowing through Washington; Made in Washington – regional economies relying on the freight system; and Delivering Goods to You – the retail and wholesale distribution system. Of particular interest are the steep forecasts for import cargos through west coast ports, but this is only one element of the problem.

The globalization of markets continues to have a significant impact on freight and goods movement in Washington State. The 2004 Maritime Cargo Forecast (the most recent forecast available) projects growth volumes in international containers at Washington ports to be 4.6%

Emerging Issues and Driving Forces

# Driving Forces, continued

per year between 2002-2025. However, current growth rates show an annual increase of 16%, which could triple current rates of 2.5 million annually (2005). This growth in movement of goods will increase current stressors on the transportation system.

### Aging Assets

*A. The problem of Washington's expensive-to-rehabilitate interstate highway system asset conditions, including pavements and structures.*

As our transportation facilities age, a regular schedule of rehabilitation, reconstruction, and replacement is needed to keep system components usable, to reduce maintenance costs, and to address changes in design and performance standards. Lack of system preservation and rehabilitation is expensive. One of the challenges faced is that many Washington highways are aging more quickly than they can be rehabilitated. Part of the highway system, especially in high-volume urban areas and those with heavy truck traffic, have endured many years of increasing traffic volumes. Similarly, many bridges in Washington have served transportation needs for far longer than their builders anticipated. These same bridges, however, will not last indefinitely. The challenge of rehabilitation of our transportation assets is catching up with and maintaining the aging system.

*B. Aging ferry terminals and vessels*

The ferry system's terminals and vessels are aging, requiring continued maintenance and replacement. Some routes are already operating near or above capacity. The aging vessels and terminals need upgrading just to keep pace with current demand, let alone accommodate future ridership growth. In light of these hurdles, the ferry system must determine how to best serve the public given all of the system's needs and limited financial resources.

*C. Aging infrastructure of the state's rail systems, especially the Class I railways.*

The Washington State rail network is at or near capacity; service quality is strained and rates are going up. The mainline railroad companies' business model has fundamentally changed in the past three years to focus on cross-continent, high-velocity unit trains. Washington state shippers that don't produce 110-carload unit trains may not receive any rail service or service priced to meet their needs.

### Technological Innovation

*A. Technology currently under development may support "Smart Cars": vehicle-to-infrastructure or vehicle-to-vehicle communications.*

A national initiative currently underway would provide sensors and communication devices in all new motor vehicles and roadway communication infrastructure. This would allow vehicles to broadcast information and warnings to other vehicles and inform roadside sensors of traffic and road conditions. The system would enhance safety and mitigate congestion through a variety of applications. Examples include: "electronic brake lights," an actuated warning that vehicles are stopped ahead, and "dynamic routing," where in-vehicle route maps would provide real time traffic information complete with turn-by-turn directions along the best route based on current traffic and incident information.

Emerging Issues and Driving Forces

# Driving Forces, continued

*B. Advances in toll collection technology will likely change the way tolls are set and collected in Washington.*

With an On-Board Unit (OBU) transponder in a vehicle, tolls can be electronically debited from drivers' existing accounts. A transponder-type system is already planned at the Tacoma Narrows Bridge to automatically collect bridge tolls. Transponders will also be used in the upcoming High Occupancy Toll Lane pilot project on SR 167, in which solo drivers will be charged a toll for access to the High-Occupancy Vehicle (HOV) lane. Freight could also be affected by new technology: GPS and OBU technology may be used to introduce a toll system for trucks based on weight, similar to programs in Switzerland and Austria. These programs also allow variable tolls based on truck weight and distance traveled.

**Financial Challenges for the Ferry System**

Formed in 1951, the Washington State Ferries is the largest ferry transit system in the U.S. The ferry system serves about 24 million passenger and vehicle trips per year, operates 10 ferry routes, and runs nearly 500 sailings per day. As is true of the entire transportation system, the ferry system faces financial challenges and growing service demands. Limited funding is available for operating and capital expenditures. The price of fuel has increased sharply, and the Legislature has a clear expectation that ferries will recover a high percentage of operating costs through fares and other operating revenues. However, recent fare increases have suppressed ridership growth. In this environment, WSDOT seeks to maintain its service capabilities at the current level, while maintaining and modernizing ferry assets and accounting for the workforce of the ferry system.

There are severe challenges that are going to be front and center in the coming year. Financial pressures (customer resistance to fare increases; higher fuel and security costs, expensive cost escalations for labor) are hitting the ferry system hard just when expensive capital programs for vessels and terminals are ready to intensify. Fares must continue to be raised. A sustainable system is hard to imagine on any other basis. Recent progress in updating collective bargaining agreements is encouraging and will continue with the Governor's Office acting as lead negotiator. The vessel procurement program will continue to be stressed. In addition to the procurement complexity, there are new concerns of the financial capacity of the program. A long-term, real-world understanding of the overall financial circumstances faced by the ferry system must be built.

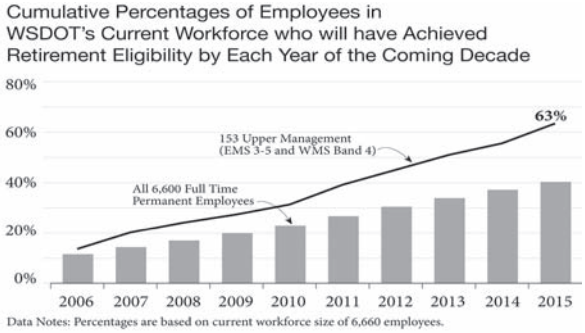
Emerging Issues and Driving Forces

# Driving Forces, continued

## Workforce Challenges

*A. Retirement*

WSDOT faces significant attrition in the next ten years as a large number of employees become eligible for retirement. The potential attrition is especially high in the classifications that include the most senior key engineering and professional employees who are vital to the project delivery program.

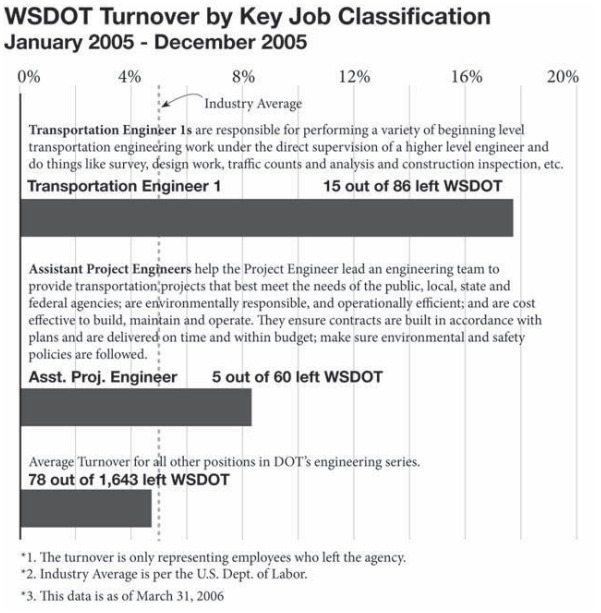



By 2015, 40% of all of WSDOT's current employees will have become eligible to retire. That percentage is even higher - 63% - for WSDOT's current executive management. Executives are key project delivery leaders. Their retirement will become an increasing problem as WSDOT's engineering program gears up to deliver hundreds of Nickel and TPA projects over the next 16 years. The Transportation Research Board, a division of the National Research Council, recently published a special report examining the coming challenges in transportation agency workforce recruitment and retention. More than 50% of the workforce for state DOTs nationally will be eligible for retirement in the next 10 years, double the general rate for the nationwide workforce. Competition from each other – and from the private sector – will be the main source of non-retirement attrition.

*B. Turnover Trends Among WSDOT's Engineers*

WSDOT has consistently experienced significantly high turnover (17% in calendar year 2005) in its key occupational category, Transportation Engineer 1, an entry level into the Transportation Engineer series. WSDOT's overall turnover percentage is 6.61%, above the industry standard of 5%.

The average level of experience of WSDOT's Project Engineers and Assistant Project Engineers has also decreased as an indirect result of the expansion of the construction program and turnover at the engineering manager levels of the program.



Emerging Issues and Driving Forces

# Driving Forces, continued

*C. Workforce Needs*

The Legislature's passage of the 2003 Nickel Package and the 2005 Transportation Partnership Funding Package, together with the voters' defeat of Initiative 912, charged WSDOT with delivering an unprecedented $14 billion capital construction program. WSDOT needs to deliver this program and remain accountable to the public, the Governor, and the Legislature for this work.

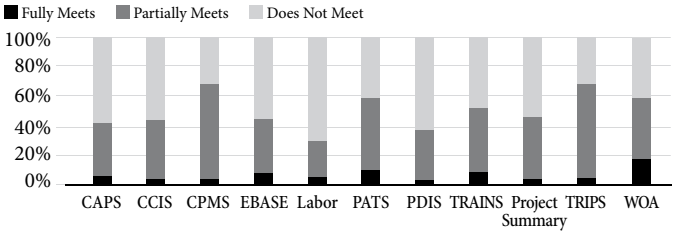
WSDOT estimates that it will need to hire 350-400 skilled engineers and construction specialists to meet the demands of this anticipated 300% increase in workload. These new hires are needed to establish the core workforce and for management of the consultants who will be required to deliver the unusually high peak in workload over the next few years. The agency must retain a strong owner role and maintain core competencies in conjunction with the increased use of outsourcing. The number of new hires is currently under review to ensure appropriate recruitment efforts take place.

### Need to Modernize Inadequate Information Technology

In August 2005, WSDOT contracted with Eclipse Solutions, Inc., a consulting firm, to perform the WSDOT Critical Applications Modernization and Integration Strategy Assessment analyzing 11 information technology systems.

**Current State of Functionality Provided**

*Percent of Requirements Met*




Graph Source: Eclipse Solutions Inc. Report

All 11 are in direct support of capital projects and provide information necessary for the agency's accountability, both from a financial and project delivery perspective. The assessment confirmed that none of the 11 critical applications meet even 20% of the agency's current and future business and technical requirements. WSDOT is currently addressing the unmet needs through tremendous manual effort and the use of multiple shadow systems. Eclipse Solutions recommended that WSDOT replace all 11 critical applications to achieve significant, long-term improvements in transportation investment decision-making and day-to-day capital project, capital program, and financial management.

A new system is also necessary to keep up with the agency's external reporting expectations, including the *Gray Notebook*, GMAP, and other reporting requirements.

### New Challenges from Inter-Governmental Initiatives

If approved by the voters of King, Pierce, and Snohomish counties in the November 2007 election, the Regional Transportation Investment District (RTID) will fund billions of dollars of additional highway and transportation investments in the Central Puget Sound region. This will likely be critical to developing viable financing plans for "megaprojects" in the region such as the Alaskan Way Viaduct and the State Route 520 bridge. In Snohomish County, this

Emerging Issues and Driving Forces

# Driving Forces, continued

could include projects such as fixing the U.S. 2 trestle and augmenting State Route 9. Pierce County projects could include facets of SR 167 and the Cross Base Highway (SR 704). In some cases, RTID will also fully fund projects not currently receiving construction funding through the Nickel or TPA accounts; in other cases, the RTID funds will supplement funds already programmed from state, local, or federal sources.

Designing and constructing this many projects during the 20 years of RTID will pose significant challenges for WSDOT, not only in terms of internal and external resources needed for project delivery, but also for traffic management and construction impacts posed by simultaneous and/or sequential activity on so many projects. A successful RTID package will also be linked with successful Sound Transit Phase Two projects. The Sound Transit projects will pose many of the same challenges for that agency and will also compete for similar scarce resources in design and construction expertise and staffing.

Should the RTID proposal not be successful at the ballot, after December 1, 2007 individual counties may, with voter approval, choose to proceed with single-county funding proposals or even create smaller transportation benefit districts within portions of the county. Without some additional funding beyond currently authorized resources, it is clear that the scope of many of the Central Puget Sound "megaprojects" and other valuable roadway improvements will have to be reduced and the project delivery dates pushed even further into the future.

**Ever-Expanding Community Acceptability Requirements for Transportation Improvements**

*A. Environmental Regulations*

New species listed under the Endangered Species Act will require increased consultations with the Federal Services. The recent listing of the killer whale (orca) will affect ferry and other project construction activities in Puget Sound. Early indications are that more restrictions on pile driving and other noisy activities in Puget Sound will occur, which may result in project delays and increased project delivery costs. A new listing for Puget Sound Steelhead is expected to go into effect in 2007, which also may affect WSDOT's projects and operations in Northwest and Olympic Regions, Washington State Ferries, and Urban Corridor projects, as well as many projects involving inland freshwater work.

*B. Community Noise Expectations*

Many citizens living near major thoroughfares want solutions that will reduce the effects of road noise at their homes. Standard sound barriers typically only shield residents within 300 feet from the roadway. Requests for quieter pavement have come from Spokane and the Central Puget Sound area near State Route 520, Interstate 90, and Interstate 5.

New quieter pavements are in development that may be effective in Washington; however, the long-term quality of these pavements is not known. RCW 47.05 requires WSDOT to

Emerging Issues and Driving Forces

# Driving Forces, continued

choose pavements with the lowest lifecycle cost. WSDOT is rolling out test sections of the new pavements around the state to assess if they can withstand the test of safety and time to comply with state law.

### External Pressures on Capital Construction Costs

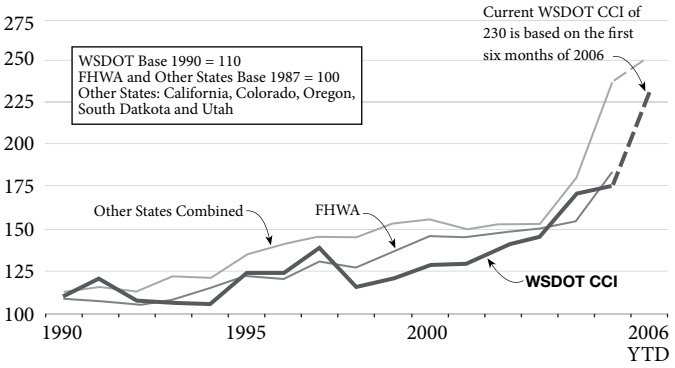
*A. Recent trends pointing to steep inflationary pressures on construction materials costs*

Construction costs have generally risen ahead of inflation for the past several years. WSDOT's Construction Cost Index (CCI) is prepared by compiling the most recent bid data, which reflects the prevailing market conditions. The 11-year average growth rate of the CCI from 1990 through 2001 was 1.5% per year, but since 2001, the average growth rate has been 12% per year. During this period, the CCI was driven up by several factors, among them: increased worldwide demand for construction materials such as steel and cement; rising crude oil prices and other energy supply issues; and recent increases in costs in national and international construction activity, including (most recently) hurricane rebuilding in the South.

WSDOT is carefully watching two industry trends that could drive up construction costs: crude oil and diesel fuel. Currently, market experts are warning that paving contractors are beginning to lose their ability to lock in long term price agreements with Hot Mix Asphalt (HMA) suppliers and may ultimately wind up paying the "day of delivery market price". This will significantly impact a contractor's ability to manage the cost risk associated with HMA. In addition, the hauling of the mix to the site and the work to lay down and compact the asphalt also require petroleum products.

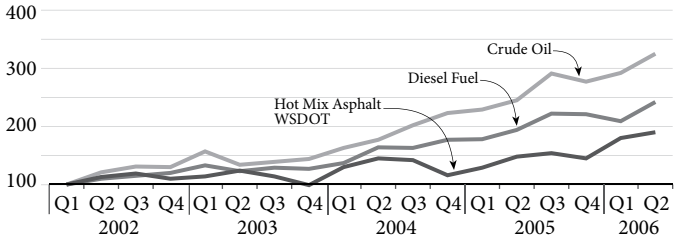
These construction cost increases might require the Legislature to re-evaluate whether or not to build some capital delivery projects.

**Construction Cost Indices Washington State and Others**




Sources: WSDOT Construction Office, Federal Highway Administration (FHWA)
Note: WSDOT 2006 Index is for Quarters 1 & 2; Other States 2006 Index based on California, Colorado and Oregon First Quarter Data; FHWA, South Dakota and Utah 2006 Data not available
Note: 2003 and 2004 CCI data points adjusted to correct for spiking bid prices on structural steel

**Hot Mix Asphalt, Crude Oil, and Diesel Fuel Indices**




BASE 2002 Q1 = 100

Source: Hot Mix Asphalt, WSDOT Construction Office
Diesel Fuel, U.S. Dept. of Energy - Energy Information Administration, West Coast No. 2
Crude Oil, U.S. Dept. of Energy - Energy Information Administration - West Texas Intermediate

Emerging Issues and Driving Forces

# Driving Forces, continued

*B. Recent trends pointing to contractors' diminished bidding aggressiveness because of high current and foreseeable volumes of public and private sector work (international, national and local pressures)*

The best way to manage growing construction costs is to nurture a competitive bidding environment. The more qualified and responsible bidders, the better. WSDOT's goal is to have three or more bidders per contract when possible.

To determine the level of competition for state highway construction contracts, WSDOT follows the trends in the number of bidders on every highway construction project, such as the total number of contractors bidding to be a prime contractor on WSDOT highway construction projects, and the total number of contractors winning the award of WSDOT highway construction projects. In 2005, 435 contractors were prequalified to bid on WSDOT construction work. Of these, 137 contractors actually placed a bid to become a prime contractor, and 69 contractors won an award to be the prime contractor on a WSDOT project.

The percent of WSDOT contracts bid by at least three firms was around 67% from 2000 to 2005, but dropped to 50% in the first two quarters of 2006. The percent of WSDOT contracts bid by at least four firms has fallen from about 50% in 2002-2003 (when work was scarce) to about 33% today (when work is abundant). The percent of WSDOT contracts bid by one firm has fluctuated from 7.7% (2001) to 15.6% (2006 year-to-date).

WSDOT's strategies for the upcoming biennium include keeping project cost estimates current, which will facilitate accurate cost estimates, and working with industry representatives to gather their feedback on changes WSDOT might make to address cost increases.

*C. Skilled engineering and trades workforce shortages and labor cost run-ups*

Labor costs contribute roughly 40% to contractor costs for the delivery of a typical WSDOT highway construction project. In the recent past, labor contract negotiations were relatively flat with respect to wages, leaving the negotiations to center around the benefits package. However, the contractor industry expects significant upward cost pressure on labor costs. Wages, healthcare, and retirement will all be major issues in the next rounds of trade union negotiations.

In today's booming construction market, the potential for labor shortages is high, and construction contractors are potentially facing a "premium charge" (in addition to the labor agreement renegotiations) just to attract and retain a qualified workforce. Significant salary and benefit increases are also being seen at the private engineering consulting firms engaged by WSDOT for outsourced design and consulting.

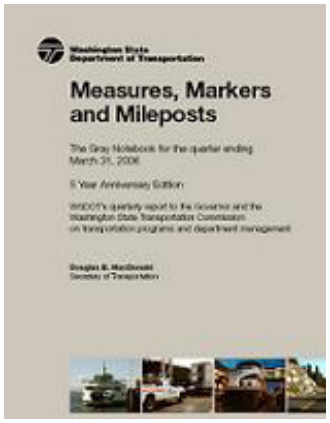
Currently, there is no systematic tool available to WSDOT to predict the exact magnitude of forthcoming inflationary cost pressures arising from collective bargaining for the construction industry or consultant services.

Performance Assessment

# Performance Measurement Framework and Reporting

As WSDOT embarks on its largest project delivery program ever, accountability to the public has never been more critical. WSDOT provides three regular forms of performance reporting: the *Gray Notebook,* the Governor's Government Management Accountability and Performance (GMAP) program, and the WSDOT website.

### The Gray Notebook




The *Gray Notebook* provides in-depth reviews of agency and transportation system performance on a quarterly basis. The purpose of the *Gray Notebook* is to keep WSDOT accountable to the Governor, Transportation Commission, Washington State citizens, legislators, and other transportation organizations. It is also an important internal management and integration tool. The rigor and quality control involved in developing each performance report requires a hands-on approach by staff and managers at all levels and across all programs.

The *Gray Notebook* performance data is organized into two main sections. The *Beige Pages* report on the delivery of the projects funded in the 2003 Transportation Funding Package (Nickel), 2005 Transportation Funding Package (TPA), and Pre-Existing Funds (PEF). The *White Pages* describe key agency functions and provide regularly updated system and program performance information. An electronic index of all measurements is available at www.wsdot.wa.gov/accountability/graybookindex.htm

### The Government Management Accountability and Performance Program

As part of the GMAP program, WSDOT also publishes performance data on a handful of program topics on a quarterly basis to present to the Governor and her Executive leadership. This forum provides a chance for direct and open dialogue between the Governor and her cabinet members regarding performance data and management decisions based on that data. The forums are open to the public, and the presentation is published on the Governor's website (see www.governor.wa.gov/gmap/forums/default.htm). Additionally, per RCW 43.17.385, WSDOT will report annually on (1) the extent to which the agency has implemented the Priorities of Government and (2) improvements in agency management and operations. This will become part of Governor Gregoire's annual Report to Citizens.

Performance Assessment

# Performance Measurement Framework and Reporting, continued

### WSDOT's Website

WSDOT's website is another source for performance and accountability information, and provides detailed information on project delivery and project status (see www.wsdot.wa.gov/projects).


### Budget Activities and Related Measures

As part of the budgeting process, WSDOT is required to report on budget activities and related measures that track the achievements of budgeted items. WSDOT is currently working with the Office of Financial Management to realign existing budget activities and develop related performance measures. More information on the legislative requirements, as well as a working draft of the proposed activities, is available in Appendix E.

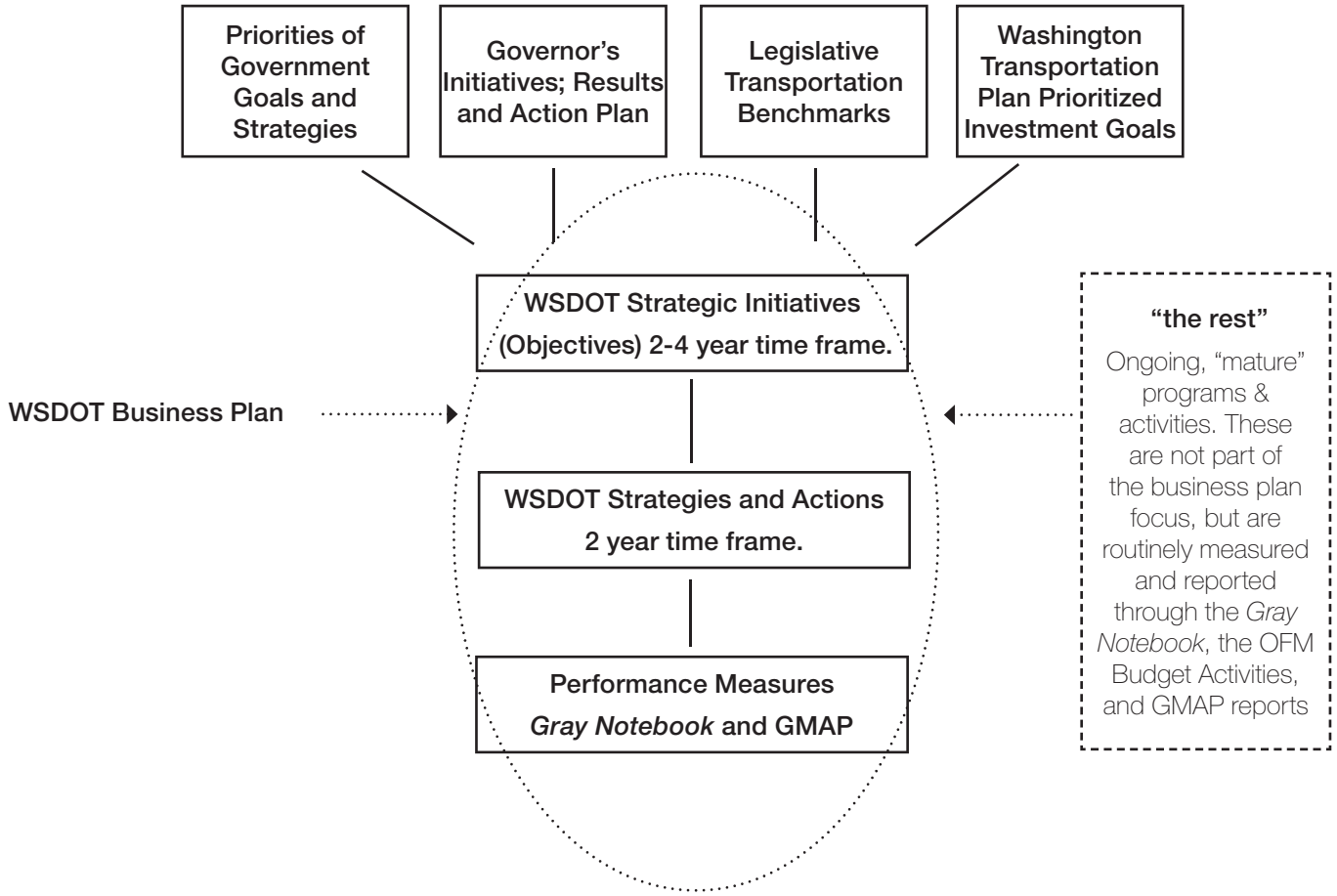
### Priorities of Government Performance Results

WSDOT has lead responsibilities for many of the "Improve the Mobility of People, Goods and Services" Priority of Government (POG) strategies. The *Gray Notebook* provides annual or quarterly performance results for many of these POG strategies. This strategic plan includes a table that lists all of WSDOT's assigned POG strategies, respective sub strategies, performance measures, and the related performance information to date based on available data. Please see Appendix D for details.

Alignment: How Does it All Fit Together?

# WSDOT's Business Planning Framework Overview

WSDOT's *Business Directions* is based on the programs and budgets authorized by the State Legislature and the policies adopted by the Governor. The plan describes the agency strategic directions and initiatives that respond to WSDOT's program and service delivery mandates; WSDOT's internal performance management needs, Priorities of Government responsibilities, Government Management and Accountability Performance process, the Governor's draft Results and Action Plan; Transportation Benchmarks, draft Budget Activities and Washington Transportation Plan's current draft investment priorities. The six Strategic Initiative (objective) areas support the policy directions (goals) embodied in the directives and initiatives in the boxes directly below. For more information on the alignment, see the next three pages; for detailed information on these various policy directives or mandates under which WSDOT operates, please see Appendix A (Policy Mandates and Directives).



Alignment: How Does it All Fit Together?

# WSDOT's Business Planning Framework Overview: WSDOT Strategic Initiatives Summary

WSDOT's six strategic initiatives are:

**1. Manage and operate state transportation facilities to improve the safety and reliability of state transportation systems for the benefit of travelers, shippers, and communities.**

*Key Indicators:*

95% Reliable Travel Time on 20 Puget Sound Commute Routes

On-Time Performance: Ferries and Amtrak Cascades

Clearance Time for Serious (Over 90 Minute) Highway Incidents

Before and After Safety Project Results

Fatalities per 100 Million Vehicle Miles Traveled

**2. Maintain structures, facilities, support systems, and services to optimize their short-term and long-term usefulness and enhance environmental performance in highway and ferry operations**

*Key Indicators:*

Number of Maintenance Level of Service (LOS) Targets met

Number of formal environmental Notices of Violation from regulatory agencies

**3. Deliver asset and rehabilitation projects to preserve the state's existing infrastructure assets and utilize lowest lifecycle approaches to extend their useful life.**

*Key Indicators:*

Percent of WSDOT pavement in fair or better condition

Percent of WSDOT bridges in fair or better condition

Percent of Category One and Category Two Ferry Vessel Systems Preserved

Alignment: How Does it All Fit Together?

# WSDOT's Business Planning Framework Overview: WSDOT Strategic Initiatives

**4. Deliver high quality capital projects that add to and improve the state's transportation system on-time and on-budget.**

*Key Indicator:*

On-Time and On-Budget Performance as compared to the most recent legislative expectation

**5. Communicate transportation system performance and WSDOT agency performance to the public through clear and consistent project delivery and program management reporting.**

*Key Indicator:*

WSDOT provides timely, accurate and consistent performance information

**6. Assure the capability, efficiency and safety of WSDOT's workforce.**

*Key Indicators:*

Turnover Ratio for Critical Job Classifications

Recordable injuries per 100 workers for calendar year

For a table of how these relate to the Priorities Of Government (POG), the Governor's action plan, the legislative benchmarks, the Washington Transportation Plan, and the Transportation Performance Audit Board goals, please see the next two pages. More information on these frameworks is available in Appendix D.

# Alignment of WSDOT Strategic Initiatives with Existing Policy Mandates, Strategic Goals, and Initiatives

## POG Mobility Result: Improve the Mobility of People, Goods and Services

| WSDOT Strategic Initiatives | POG Goals & Strategies | | WTP Investment Priorities | Governor's Action Plan | Legislative Benchmarks | TPAB Goals & Objectives | |
|---|---|---|---|---|---|---|---|
| **D1. Manage and Operate State Transportation Facilities to Improve the Safety and Reliability of State Transportation Systems for the Benefit of Travelers, Shippers, and Communities.** | P I. Manage System Operations and Demand Effectively | P I.1 Maximize Use of the Existing Transportation System<br><br>P I.2 Increase Travel Safety<br><br>P I.3 Make Modal Investments that Support Local Government's Land Use and Transportation Planning Activities to Increase Average Vehicle Occupancy. | W I. Preservation - Invest to take care of the transportation systems we have today to preserve and extend prior investments in these facilities and the services they provide to people and commerce.<br><br>W III. Economic Vitality - invest in ways to improve freight movement and support economic sectors that rely on the transportation system.<br><br>W IV. Mobility - Invest in better movement of people and goods to contribute to a strong economy and better quality of life for citizens. | G I. Design the transportation system of the future to move people and freight<br><br>G II. Improve the safety of state and local transportation facilities<br><br>G IV. Maintain the structures, facilities, highway support systems and services at optimum levels and enhance environmental improvement standards in highway and ferry operations | B I. Improving Safety<br><br>B IV. Traffic congestion on urban highways shall be significantly reduced and be no worse than the national mean.<br><br>B V. Delay per driver shall be significantly reduced and no worse than the national mean<br><br>B VI. Per capita vehicle miles traveled shall be maintained at 2000 levels.<br><br>B VII. The non-auto share of commuter trips shall be increased in urban areas. | T I. To improve the predictable movement of people and goods. | T I.1 Efficient Use of Highways - Urban Areas<br><br>T I.2 Efficient Use of Highways Statewide<br><br>T I.3 WSF Operations<br><br>T I.4 Transit Ridership |
| | P II. Improve System Quality and Service | P II.1 Provide Additional System Capacity on Deficient Corridors<br><br>P II.3 Increase Non-motorized trips in Urban Areas<br><br>P II.4 Provide Additional Connectivity between Modes<br><br>P II.5 Improve Access to Major Airports and Marine Ports. | | | | T II. To Improve the safety and security of transportation customers & system. | TII.1 Highway Hazard Reduction<br><br>TII.2 Bridge Hazard Reduction<br><br>TII.3 WSF Security & Safety<br><br>TII. 4 Emergency Management |
| **D 2. Maintain structures, facilities, highway support systems, and services to optimize their short-term and long-term usefulness and enhance environmental performance in highway and ferry operations.** | P III. Preserve and Maintain State, Regional, and Local Transportation Systems | P III.1 Preserve Essential Components of the Transportation System | W V. Environmental Quality - invest in better movement of people and goods to contribute to a strong economy and better quality of life for citizens. | G IV. Maintain the structures, facilities, highway support systems and services at optimum levels and enhance environmental improvement standards in highway and ferry operations | B II. No interstate highways, state routes, and local arterials shall be in poor condition.<br><br>B III. No bridges shall be structurally deficient, and safety retrofits shall be performed on those state bridges at the highest seismic risk levels. | T III. To be effective managers of transportation assets and public resources.<br><br>TII. To Improve the safety and security of transportation customers & system. | T III.3 Environmental Quality<br><br>T II.1 Highway Hazard Reduction<br><br>T II.1 Highway Hazard Reduction |

| WSDOT Strategic Initiatives | POG Goals & Strategies | | WTP Investment Priorities | Governor's Action Plan | Legislative Benchmarks | TPAB Goals & Objectives | |
|---|---|---|---|---|---|---|---|
| **D 3. Deliver asset and rehabilitation projects to preserve state's existing infrastructure asset and utilize lowest lifecycle cost approaches to extend their useful life.** | P III. Preserve and Maintain State, Regional, and Local Transportation Systems | P III.1 Preserve Essential Components of the Transportation System<br><br>P III.2 Improve All-weather Roads on Strategic Freight Corridors<br><br>P III.3 Eliminate Seismically and Operationally deficient Bridges. | W II. Safety - Invest in key safety targets to save lives, reduce injuries, and protect property. | G VI. Improve the reliability and efficiency of the statewide transportation system | | T III. To be effective managers of transportation assets and public resources. | T III.2 Bridge Hazard Reduction |
| **D 4. Deliver high quality capital projects that add to and improve the state's transportation systems on-time and on-budget.** | P IV. Effective Management | P I.V1 Budget Highway Capital Program by Project Type: Corridor; sub corridor; MEGA; Project Group<br><br>P I.V2 Communicate project results in transparent and timely manner | W III. Economic Vitality - invest in ways to improve freight movement and support economic sectors that rely on the transportation system.<br><br>W IV. Mobility - Invest in better movement of people and goods to contribute to a strong economy and better quality of life for citizens.<br><br>W V. Environmental Quality - invest in better movement of people and goods to contribute to a strong economy and better quality of life for citizens. | G III. Deliver transportation projects on-time and within budget | | | |
| | P V. Maximize Resources | P V.1 Develop Sustainable Financing | | | | | |
| **D 5. Communicate transportation system performance and WSDOT agency performance to the public through clear and consistent project delivery reporting and program management reporting.** | P III. Preserve and Maintain State, Regional, and Local Transportation System | P III.4 Maintain bandwidth to meet customer demand | | | | | |
| | P IV. Effective Management | P IV.2 Communicate project results in transparent and timely manner | | | | | |
| **D 6. Assure the capability, efficiency and safety of WSDOT's workforce.** | | | W II. Safety - Invest in key safety targets to save lives, reduce injuries, and protect property. | | B I. Improving Safety | T III. To be effective managers of transportation assets and public resources. | T III.4 Workforce Management |
| **Other** | P IV. Effective Management | P IV.3 Clarify executive-department rules and responsibilities | | | B VIII. Administrative costs as percentage of transportation spending shall achieve the most efficient quartile nationally.<br><br>B IX. The state's public transit agencies shall achieve the median cost per vehicle revenue hour of peer transit agencies, adjusting for the regional cost-of-living. | | |

**1**

**Manage and operate state transportation facilities to improve the safety and reliability of state transportation systems for the benefit of travelers, shippers, and communities**

## 2007-2011 STRATEGIC INITIATIVES, STRATEGIES AND ACTION ITEMS:

WSDOT's work in this area includes safety and congestion relief projects; upkeep of safety rest areas, support of multiple modes such as Amtrak passenger service, Washington State Ferries, public transportation grants, and vanpools; the Commute Trip Reduction Program; the Washington State Grain Train; and coordination with the Department of Licensing and the Washington State Patrol to improve the safety of the transportation system.

In accordance with requirements in the Safe, Accountable, Flexible, Efficient, Transportation Equity Act – A Legacy for Users (SAFETEA-LU), 23 USC 148, WSDOT's Strategic Highway Safety Plan (Target Zero) has been developed to identify Washington State's traffic safety needs and to guide investment decisions to achieve significant reductions in traffic fatalities and serious injuries. Building on partnership with other agencies, the plan proposes that there be zero traffic fatalities on Washington State roads by 2030.

**WSDOT will design the transportation system of the future to move people and freight. (G)**

1) Pursue opportunities for operational changes that enhance freight access to Washington's Ports. (G)
*Measure*: Develop and report on strategies. (G)

2) Explore public-private partnership opportunities for east/west freight rail enhancements (Stampede Pass) (G)

*Measure*: Report discussions with BNSF. (G)

**WSDOT will improve the safety of state and local transportation facilities. (G)**

1) Make progress on replacement of most vulnerable seismic risk bridges (Alaskan Way Viaduct & SR 520). (G)

*Measure:* Report on incremental progress and milestones: draft EIS (June 06); Expert Review Panel report (Sept 06); Seattle Advisory Vote or Council Ordinance (Nov. 06) (G)

2) Deliver Safety Improvement projects and low cost enhancement funded through PEF, Nickel or TPA. (G)

*Measure:* Effectiveness of Safety Projects: Before and After Studies (G)

*Measure:* Fatal/serious accidents per VMT on highways attributable to highway configuration, engineering or maintenance (measure under development) (G)

3) Develop and deploy strategies to reduce accidents in work zones on state highways, to include: (G)

a) Develop new guidelines with WSP to increase enforcement in workzones. (G)

b) WSDOT will submit legislation to allow traffic safety cameras in active state highway work zones. (L)

*Measure*: Legislation permitting traffic cameras in work zones is requested. (L)

**Initiative Indicators:**

95% Reliable Travel Time on 20 Puget Sound Commute Routes

On-Time Performance: Ferries and Amtrak Cascades

Clearance Time for Serious (Over 90 Minute) Highway Incidents

Before and After Safety Project Results

Fatalities per 100 Million Vehicle Miles Traveled

(G): Part of Governor's Action Plan

(L): Legislative Request 2007

**1**

**Manage and operate state transportation facilities to improve the safety and reliability of state transportation systems for the benefit of travelers, shippers, and communities**

## 2007-2011 STRATEGIC INITIATIVES, STRATEGIES AND ACTION ITEMS:

### Initiative One, continued

c) Request Legislative funding and authority for photo enforcement. (G)

d) Deploy improved technologies (crash cushion barriers and steel barriers and improved work zone pavement markings). (G)

e) Deploy new Design Manual guidance on public awareness/driver information.

*Measure:* Strategies developed and deployed. (G)

*Measure:* Work zone statistics (measures under development) (G)

4) Reduce serious accidents on rural two-lane roads: Distribute grants to counties to address high risk rural roads through low cost safety enhancements; Deliver funded state highway projects that install centerline and shoulder rumblestrips. (G)

*Measure*: Accident rate on rural two lane roads. (G)

*Measure*: Enforcement strategies adopted/legislation passed (G)

5) Seek legislative authority to enhance enforcement strategies on highway and ferries in collaboration with the Washington State Patrol and Washington State Traffic Safety Commission. (G) (L)

*Measure*: Enforcement strategies adopted/legislation requested (G) (L)

6) Reduce fatal/serious crashes at intersections by enhancing traffic control and operational improvements.

*Measure*: Number of fatal/serious crashes at intersections.

7) Reduce head-on and across median crashes by implementing innovative centerline treatments and other strategies.

*Measure*: Number of fatal/serious head-on crashes.

**WSDOT will improve the reliability and efficiency of the statewide transportation system** (G)

1) Deploy operational and programmed capital improvements to stabilize or improve Travel Time Reliability levels in the Puget Sound region (G)

*Measure*: Changes in 95% reliable travel times on 20 key most congested (Puget Sound) corridors (G)

2) Provide Incident Response services to maintain or decrease average clearance time for serious (over 90 min.) highways incidents with the ultimate goal to reduce all over-90 minute incidents. (G)

*Measure*: Number of over-90 minute incidents and average clearance time for over-90 minute incidents and (G)

(G): Part of Governor's Action Plan

(L): Legislative Request 2007

**1**

**Manage and operate state transportation facilities to improve the safety and reliability of state transportation systems for the benefit of travelers, shippers, and communities**

## 2007-2011 STRATEGIC INITIATIVES, STRATEGIES AND ACTION ITEMS:

### Initiative One, continued

3) Expand use of existing technology to maximize the efficiency of freeways and improve traffic flow:

Seek Legislative authority to acquire freeway cameras, variable message signs and data collection devices to continue to develop a statewide traffic management and traveler information system. (G)

4) WSDOT will use congestion management strategies to maximize efficiency and improve traffic flow.

a) Deploy SR 167 High Occupancy Toll (HOT) Lane pilot project (G)

*Measure*: Analyze SR 167 HOT lane pilot project (G)

b) Extending WSDOT's pilot authority for HOT lane projects to permanent authority (L).

*Measure*: Permanent HOT lane authority legislation requested. (L)

c) Request funding to establish a Tolling Policy and Development section to develop strategies, policies and procedure for potential tolling projects to manage congested freeway systems. (L)

*Measure*: WSDOT requests funding from the Legislature to develop a Tolling Policy and Development section. (L)

5) Maintain trip reliability and on-time performance for ferry travel within current resource constraints. (G)

*Measure*: On-time trip performance (G)

6) Provide maintenance services to minimize weather-related road closures to improve safety and mobility under winter conditions with the use of various snow and ice control activities. (G)

*Measure*: Utilize creative resources and traffic management concepts to increase safety and mobility in winter conditions.

*Measure*: Develop annual Snow and Ice Plan for the 2006-07 winter season.

*Measure*: State highway closure hours due to weather. (G)

7) Provide public access to traveler information systems to improve the convenience and safety of system users.

*Measure*: Average daily visitors to the Puget Sound Traffic Flow map

*Measure*: Monthly calls to WSDOT's 511 traveler information hotline

8) Amtrak *Cascades* service will improve on-time reliability record.

*Measure*: Amtrak *Cascades* quarterly on-time performance.

(G): Part of Governor's Action Plan

(L): Legislative Request 2007

**1**

**Manage and operate state transportation facilities to improve the safety and reliability of state transportation systems for the benefit of travelers, shippers, and communities**

## 2007-2011 STRATEGIC INITIATIVES, STRATEGIES AND ACTION ITEMS:

### Initiative One, continued

9) WSDOT will continue to support commute options in order to reduce single occupancy vehicle trips on congested highway and ferry routes and to enhance transportation access for those whose transportation needs are not met by their own driving

*Measure*: Number of public vanpools operating in Washington state

*Measure*: Commute modes choices of Washington state population, as reported in the American Community Survey (U.S. Census)

10) Maximize flow on the arterial system by optimizing traffic signal timing and enhancing coordination with local agencies, including plans for special events and major incidents.

*Measure*: Traffic signal retiming level of service (under development).

**WSDOT will explore opportunities and develop measures of programming security enhancements, including facility hardening and protection and progress on emergency communications and response capabilities, and Continuity of Operations (COOP) capabilities.**

1) Work cooperatively with the Washington State Patrol, the U.S. Coast Guard, and other strategic partners to protect the ferry system.

2) Develop interoperability initiatives that increase communication system capabilities.

*Measure*: Report on progress of new program measures.

3) Continue to work with federal security agencies to seek grant funding for safety needs identified in the vulnerability assessment.

*Measure*: Percent of identified security needs funded and implemented.

4) Develop strategies to increase the ability to respond in an emergency and to enable the department to continue delivering vital services in the event of a disaster. Emergency preparation efforts include planning, training, and working with other local, state and federal agencies; and includes having available supplies such as food and water, to enable the department to assist employees in the headquarters facilities in the event of a disaster.

*Measure*: Completion of full-scale emergency preparedness exercise in July 2007.

5) Consolidate air emergency response services into one agency by transferring responsibility for management of aircraft search and rescue operation from the WSDOT Aviation Program to the Emergency Management Division of the Washington State Military Department. (L)

Measure: Legislation transferring responsibility for management of aircraft search and rescue operation is requested. (L)

(G): Part of Governor's Action Plan

(L): Legislative Request 2007

## 2

**Maintain structures, facilities, support systems and services to optimize their short-term and long-term usefulness and enhance environmental performance in highway and ferry operations**

## 2007-2011 STRATEGIC INITIATIVES, STRATEGIES AND ACTION ITEMS:

The agency maintains transportation facilities and services in order to ensure safe, reliable, and efficient operations while meeting environmental requirements.

**WSDOT will maintain its structures, facilities, highway support systems, and services.** (G)

1) Deliver planned service targets for the 33 maintenance elements identified in the Maintenance Accountability Process (MAP) (G)

*Measure*: Number of MAP service targets achieved (G)

2) Meet Integrated Vegetation Management (IVM) Compliance Standards (G)

3) Complete IVM plans for all 24 maintenance areas by 2007 as scheduled.

*Measure*: Update on standards and schedules met.

4) Reduce pollutants entering water and non-compliance events (G)

*Measure*: Number of formal Notices of Violation (NOVs) from regulatory agencies

5) Allocate resources to conduct ESA consultations to avoid project advertising delays.

*Measure*: Update on results.

**Maintain current Ferry Service capabilities within the constraints of cost increases and financial challenges.**

1) Develop new strategies to lower ferry operating indices (cost per trip, per passenger, and per operating hour).

2) Enhance vessel fuel economy and utilization, and reduce fuel consumption where possible.

*Measure*: Under development

**Broaden revenues from non-farebox, non-tax sources for business development.**

1) In the next four years WSDOT aims to significantly increase non-tax, non-farebox sources.

2) Seek funding partnerships with local, state, and federal agencies through grant programs.

*Measure*: Update on effort

**Continue to deliver current maintenance service levels as the highway system increases in size, numbers/types of assets and complexity within the constraints of inflation and cost increases.**

**Initiative Indicators:**

Number of Maintenance Level of Service (LOS) Targets met

Number of formal Notices of Violation from regulatory agencies

(G): Part of Governor's Action Plan

(L): Legislative Request 2007

2

Maintain structures, facilities, support systems and services to optimize their short-term and long-term usefulness and enhance environmental performance in highway and ferry operations

## 2007-2011 STRATEGIC INITIATIVES, STRATEGIES AND ACTION ITEMS:

### Initiative Two, continued

1) Develop tools to quantify system additions and costs to maintain current service levels; identify additional costs from expanded infrastructure, and prioritize existing resources.

*Measure*: Update on progress of developing tools and needs assessment methodology.

(G): Part of Governor's Action Plan

(L): Legislative Request 2007

## 3

**Deliver asset and rehabilitation projects to preserve the state's existing infrastructure assets and utilize lowest lifecycle approaches to extend their useful life**

## 2007-2011 STRATEGIC INITIATIVES, STRATEGIES AND ACTION ITEMS:

There is no more fundamental transportation capital investment than system preservation—keeping the physical infrastructure in good condition. As transportation facilities age and are used, a regular schedule of rehabilitation, reconstruction, and replacement is needed to keep the system usable. Timing is important: if preservation investment is deferred, costs increase dramatically.

WSDOT coordinates pavement, bridge, ferry and terminal preservation programs based on lowest lifecycle costs. The agency also takes preventative measures against natural and man-made disasters in order to preserve the state's transportation investments against damage.

**Preserve transportation assets in good condition** (G)

1) Deliver programmed preservation activities and projects to preserve state highway bridges in good condition. (G)

*Measure*: Number of planned to actual bridges with seismic retrofit completed (G)

*Measure*: Percent of WSDOT's bridges in fair or better condition (G)

2) Deliver programmed preservation activities and projects to preserve state highway pavements to planned lifecycle standards in a cost effective manner to address the preservation backlog. (G)

*Measure*: Percent of WSDOT's pavements (by pavement categories) in fair or better condition (G)

3) Deliver programmed preservation activities and projects to preserve state ferry vessels and ferry terminals to planned lifecycle standards (G)

*Measure*: Percent of WSF Category One and Category Two Terminal and Vessel Systems preserved, actual to planned (G)

4) Complete programmed "environmental retrofit" projects to remove transportation related fish passage blockages. (G)

*Measure*: The number of fish passage blockages removed (G)

5) Increase aircraft registration fees and the percentage of aircraft excise tax that is deposited in the Aeronautics Account to further enhance airport preservation. (L)

*Measure*: Legislation to increase aircraft registration fees and the percentage of aircraft excise tax that is deposited in the Aeronautics Account is requested. (L)

**Initiative Indicators:**

Percent of WSDOT pavement in fair or better condition

Percent of WSDOT bridges in fair or better condition

Percent of Category One and Category Two Ferry Vessel Systems Preserved

(G): Part of Governor's Action Plan

(L): Legislative Request 2007

## 4

**Deliver high quality capital projects that add to and improve the state's transportation systems on-time and on-budget**

## 2007-2011 STRATEGIC INITIATIVES, STRATEGIES AND ACTION ITEMS:

In the 2006 construction season, WSDOT will start delivering a $15 billion construction program, the largest in its history. The 2006 construction season will build more than 215 projects at an estimated cost of $415 million, making this the biggest construction season in years.

WSDOT strives to deliver its capital improvement projects on-time and on-budget, in accordance with the expectations of the public, the Governor, the Legislature, and the Washington State Transportation Commission. This includes providing accurate estimates of the cost and length of projects.

**Initiative Indicator:**

On-Time and On-Budget Performance as compared to the most recent legislative expectation

**WSDOT will complete capital construction projects on-time.**

*Measure*: percentage of projects in major capital program categories which are open to the public in accordance with schedule expectations established by the Legislature.

1) Determine common issues that result in project delay and cost increases to address them (G)

*Measure*: GMAP reporting on delay issues (G)

2) Deliver Nickel and TPA projects (G)

*Measure*: GNB Nickel and TPA project delivery and GMAP reporting

3) Deliver the Tacoma Narrows Bridge Project on-time.
The Tacoma Narrows Bridge project will not be open to traffic per the original delivery schedule of April 2007 as a result of damaged wire delays. The project is still planned for delivery in the second quarter of 2007; the new anticipated delivery date is late June of 2007.

*Measure*: The Tacoma Narrows Bridge is open within the second quarter of 2007.

**WSDOT will complete capital construction projects on budget.**

*Measure*: Percentage of projects in major capital program categories which are completed within expenditure expectations established in legislative instructions and understandings.

WSDOT will encourage a competitive bidding environment to keep construction costs low.

*Measure:* Number of contractors bidding on WSDOT construction contracts

**WSDOT, in collaboration with others, will develop feasible and sufficient finance plans for the Alaskan Way Viaduct and Seattle Seawall replacement project, and the SR 520 Bridge replacement and HOV project.**

*AWV Measure*: The financial plan for the Alaskan Way Viaduct and Seattle Seawall replacement project is sufficient and feasible, as contemplated in Section 28(5) of the transportation regional transportation bill, ESHB 2871, Section 28(5) and also in the transportation budget bill.

(G): Part of Governor's Action Plan

(L): Legislative Request 2007

*SR 520 Measure*: The financial plan for the SR 520 bridge replacement and HOV project is sufficient and feasible, as contemplated in Section 28(5) of the transportation regional transportation bill, ESHB 2871, Section 28(5) and also in the transportation budget bill .

**WSDOT will try to expand the Before-and-After evaluation of projects to assess**

4

Deliver high quality capital projects that add to and improve the state's transportation systems on-time and on-budget

## 2007-2011 STRATEGIC INITIATIVES, STRATEGIES AND ACTION ITEMS:

### Initiative Four, continued

**the effectiveness of the projects being programmed and delivered, within current data and resource constraints.**

This measure will be grounded in the ongoing work of the 2005-2007 business planning process, the Washington Transportation Plan update due later in 2006, the budget development process now underway with OFM, and the budget and priority study work now being done under contract to the Legislature by Cambridge Systematics.

This should also include the evaluation of permitting and mitigation costs driven by environmental protection and other requirements, assessing whether they are appropriate, cost effective, and commensurate with the protection requirements being addressed.

*Measure*: "Before and After" project assessment on sample basis for safety and congestion

**WSDOT will develop measures of the quality of project delivery. Two areas are under review.**

1) The quality of the project itself; as well as being efficient in project delivery, is the department providing high-quality products to taxpayers? For example, is the asphalt riding surface meeting performance standards when the project opens and for its projected life?

2) Was the quality of the project execution good? This relates to the worker safety record; a goal of minimal practicable impacts on traffic flow and traveler inconvenience, delay and safety; and compliance with construction project commitments and controls, especially in the area of environmental permits.

**WSDOT will work with local government and tribes to manage project risks.**

*Measure*: Status updates.

**Utilize surveys to guide investment and service improvement decisions with the Ferry System.**

*Measure*: Develop systematic, routine surveys to measure customer satisfaction and community perceptions of the Ferry System.

*Measure*: Implement customer satisfaction survey.

**WSDOT will pursue legislation to explore innovative contracting methodologies to better manage risks, increase the quality of construction, reduce costs, and expedite delivery schedules.**

Obtain legislative authority for General Contractor Construction Manager (GCCM) contracting for highway construction projects (currently permitted for ferry projects only) (L).

*Measure*: GCCM contracting authority requested for highway construction projects (L).

Request legislative authority to develop a pilot program for Alliance Contracting, a collaboration among WSDOT, the project designer, and the construction contractor. (L)

Measure: Authority for an Alliance Contracting pilot program requested. (L)

(G): Part of Governor's Action Plan

(L): Legislative Request 2007

5

**Communicate transportation system performance and WSDOT agency performance to the public through clear and consistent project delivery and program management reporting**

## 2007-2011 STRATEGIC INITIATIVES, STRATEGIES AND ACTION ITEMS:

WSDOT prepares information for legislators, state and local officials, interested citizens and the press on the progress of the agency's programs, services, and capital delivery programs (including the 2003 Transportation Funding Package, the 2005 Transportation Funding Package, and the Pre-Existing Funds Program). The most essential tool for reporting performance data to the public and decision-makers is the *Gray Notebook*, which communicates performance results for all key agency programs and activities. More detailed information can be found on-line at the WSDOT website. The Government Management and Accountability Performance (GMAP) forums and Quarterly Project Reports are other tools for performance reporting.

**WSDOT will communicate clearly and consistently with the public on the agency's performance.**

**Initiative Indicator:**

WSDOT provides timely, accurate and consistent performance information

1) WSDOT will communicate highway construction project costs, end dates, expected improvements, hours of operation, and other important details through the *Gray Notebook*, website posts, media communication, and roadside signage.

2) Continue to research recurring (daily) congestion and nonrecurring (incident-related) congestion and publish the annual congestion performance report.

*Measure*: The congestion performance report is published annually in the *Gray Notebook*.

3) WSDOT will provide information on alternative routes and travel strategies, through radio and website, when possible.

4) WSDOT will continue quarterly GMAP and *Gray Notebook* reporting, data delivery, and tracking practices.

*Measure*: The *Gray Notebook* is published quarterly.

*Measure*: The GMAP is presented quarterly, or at the discretion of the Governor.

5) WSDOT will improve distribution and access to project and program information through all media and outreach tools available.

6) WSDOT will support transportation system performance audits to be performed by the State Auditor, within the constraints of: 1) existing resources, 2) concurrent audits, and 3) multiple consultant firms requesting information.

*Measure*: WSDOT meets information requests within mutually-agreed-upon-time lines.

(G): Part of Governor's Action Plan

(L): Legislative Request 2007

## 6

**Assure the capability, efficiency and safety of WSDOT's workforce**

# 2007-2011 STRATEGIC INITIATIVES, STRATEGIES AND ACTION ITEMS:

**Initiative Indicators:**

Turnover Ratio for Critical Job Classifications

Recordable injuries per 100 workers for calendar year

Project delivery requires a strong owner role and a capable workforce to manage public delivery expectations, product quality, timeliness, and budget expectations. Maintaining and enhancing workforce expertise to administer and manage consultants and contractors is key. Maintaining safety within this workforce is also key.

**WSDOT's workforce will be able to deliver the capital construction projects and other elements of its program.**

1) Work with universities to expand recruitment efforts for engineering students and graduates, to be competitive with other firms and agencies through constant follow-up and marketing on the benefits and programs that WSDOT has to offer (as reported in May 2006 GMAP).

2) Initiate retention efforts to minimize attrition of experienced project managers to maintain core competencies, including adequate compensation (as reported in May 2006 GMAP).

3) Conduct quarterly program and project reviews to provide greater oversight to project engineers to mitigate and enhance lower experience levels (as reported in May 2006 GMAP).

4) A Strategic Plan for Program Delivery will be complete in June 2006, which includes evaluations and recommendations on workforce strategies. Implementation of selected strategies will begin in July 2006 (as reported in May 2006 GMAP).

5) Track and analyze WSDOT engineering salaries as compared to corresponding private sector engineering salaries.

*Measure*: Number and percent of employees preparing for retirement, general and executive

Measure: Percent of employees in key engineering classes voluntarily leaving WSDOT

*Measure*: Turnover in WSDOT's key employment classes critical to project delivery.

**WSDOT will provide its workforce with the skills necessary to deliver projects and programs.**

1) Deploy Phase 2 of WSDOT's Senior Leader Succession & Development Program

**All workplaces injuries are preventable and all employees share the responsibility for workplace safety at WSDOT. Beginning July 1, 2006 and each year thereafter, WSDOT will reduce the rates of recordable injuries by thirty percent in comparison to the prior year.**

1) Workplace safety and health objectives will be included in designing, planning, training for and carrying out all work activities.

2) Working safely is a critical job expectation. Non-performance in this area will be treated as grounds for appropriate personnel actions including discipline.

(G): Part of Governor's Action Plan

(L): Legislative Request 2007

6

Assure the capability, efficiency and safety of WSDOT's workforce

## 2007-2011 STRATEGIC INITIATIVES, STRATEGIES AND ACTION ITEMS:

3) Performance will be summarized quarterly and annually in the *Gray Notebook* based on reports made by all responsible employees and reported to their supervisors, managers and to the Secretary.

*Measure* (for actions 1-3): Percent reduction in on-the-job injury rates from previous years for highway maintenance workers, highway engineers, and ferry vessel workers, as reported in the *Gray Notebook*.

4) WSDOT will continue to work with the Associated General Contractors (AGC) of Washington to develop safety agreements that insure a safe work site, and that incorporate specific safety plans within construction contracts, including reporting of injuries.

*Measure*: Update on progress to date.

(G): Part of Governor's Action Plan

(L): Legislative Request 2007

# Appendices

## to the 2007-2011 WSDOT Strategic Plan

Alignment: How Does it All Fit Together?

# Policy Mandates and Directives

### Priorities of Government (POG) Goals

WSDOT's main Priority of Government (POG) is to "Improve statewide mobility of people, goods, and services." WSDOT's work is also tangentially related to two other POGS, "Improve safety of people and property" and "Improve economic vitality of business and individuals." For the purposes of the agency's strategic plan, WSDOT will focus on its main Priority of Government: to improve the mobility of people, goods, and services across the state.

The Mobility POG has five high-level purchase strategies recommended by the POG team. The 2007-2011 WSDOT strategic plan addresses the five categories as listed below.

WSDOT's strategic initiatives for the 2007-2011 Strategic Plan fall under the five categories listed below. Please note that some initiatives will be a part of more than one of these categories.

**Priorities of Government: Improve the Mobility of People, Goods and Services**

| | |
|---|---|
| P I. Manage System Operations and Demand Effectively | 1. Maximize Use of the Existing System |
| | 2. Increase Travel Safety |
| | 3. Effectively Make Modal Investments that Support Local Government Land Use and Transportation Planning to Increase Average Vehicle Occupancy |
| P II. Improve System Quality and Service | 1. Provide additional System Capacity on Deficient Corridors |
| | 2. Promote Greater Private Sector Market Penetration of Telecommunications by Increasing Public Sector Points of Access. |
| | 3. Increase Non-Motorized Trips in Urban Areas. |
| | 4. Provide Additional Connectivity between Modes |
| | 5. Improve Access to Major Airports and Marine Ports |
| | 6. Expand Commercial Vehicle Information Systems and Networks |
| | 7. (a) Provide Ample Transportation during Major Events.<br>(b) Provide ample Pre-planning and Coordination between Event Sponsors, Local Authorities, Transit, and Others as Appropriate. |
| | 8. Establish Freight Database. |
| P III. Preserve and Maintain State, Regional, and Local Transportation System | 1. Preserve Essential Components of the Current Transportation System |
| | 2. Improve All-weather Roads on Strategic Freight Corridors |
| | 3. Eliminate Seismically and Operational Deficient Bridges |
| | 4. Maintain Bandwith to Meet Customer Demand |
| P IV. Effective System Management | 1. Budget Highway Capital Program by Project Type |
| | 2. Communicate Project Results in Transparent and Timely Manner |
| | 3. Clarify Executive-Department Roles and Responsibilities |
| P V. Maximize Resources | 1. Develop Sustainable Financing |

Alignment: How Does it All Fit Together?

# Policy Mandates and Directives

### Washington Transportation Plan

The Washington Transportation Commission is statutorily required to develop a state transportation policy plan that establishes a vision and goals for the development of the statewide transportation system, identifies significant statewide transportation policy issues, and recommends statewide transportation policies and strategies to the Legislature. This work is intended to meet the requirements of RCW's 47.06.030 and 47.01.071(1) and United States Code of Federal Regulations, Title 23, Section 135, subsection (e).

The commission appointed four of its members to guide the current update of the plan. The WTP data gathered for the draft plan and resulting preliminary findings supported the 2005 Nickel Transportation Package development and the 2007-2009 Budget development. WSDOT's capital program is consistent with the WTP investment priorities. The WTP is currently gathering final public input and is expected to be adopted in the fall of 2006. The Commission's draft WTP identifies the following investment priority areas:

**W-I.** Preservation – Invest to take care of the transportation systems we have today to preserve and extend prior investments in these facilities and the services they provide to people and commerce

**W-II.** Safety – Invest in key safety targets to save lives, reduce injuries, and protect property

**W-III.** Economic vitality – Invest in ways to improve freight movement and support economic sectors that rely on the transportation system

**W-IV.** Mobility – Invest in better movement of people and goods to contribute to a strong economy and better quality of life for citizens

**W-V.** Environmental Quality – Invest in transportation improvements to bring benefits to the environment and our citizens' health

### Governor Action Plan (Draft) Results

The objectives identified in the Governor's initiatives fall under the POG: Improve the mobility of people, goods, and services. These results have action items that can be measured and completed in the next 18 months.

**G-I.** Design the transportation system of the future to move people and freight.

**G-II.** Improve the safety of state and local transportation facilities.

**G-III.** Deliver transportation projects on-time and within budget.

**G-IV.** Maintain the structures, facilities, highway support systems and services at optimum levels and enhance environmental improvement standards in highway and ferry operations.

**G-V.** Improve the reliability and efficiency of the statewide transportation system. Preserve transportation assets in good condition.

Alignment: How Does it All Fit Together?

# Policy Mandates and Directives

### Benchmarks

In November 2000, the Governor-appointed Blue Ribbon Commission on Transportation's (BRCT) Benchmark Committee recommended nine benchmarks for Washington's transportation system, which were codified into law in 2002. According to the resulting law (RCW 47.01.012), the following policy goals are the basis for establishing detailed and measurable performance benchmarks:

**B-I.** Improve safety;

**B-II.** No interstate highways, state routes, and local arterials shall be in poor condition;

**B-III.** No bridges shall be structurally deficient, and safety retrofits shall be performed on those state bridges at the highest seismic risk levels;

**B-IV.** Traffic congestion on urban state highways shall be significantly reduced and be no worse than the national mean;

**B-V.** Delay per driver shall be significantly reduced and be no worse than the national mean;

**B-VI.** Per capita vehicle miles traveled shall be maintained at 2000 levels;

**B-VII.** The non-auto share of commuter trips shall be increased in urban areas;

**B-VIII.** Administrative costs as a percentage of transportation spending shall achieve the most efficient quartile nationally; and

**B-IX.** The state's public transit agencies shall achieve the median cost per vehicle revenue hour of peer transit agencies, adjusting for the regional cost of living.

This strategic plan touches on most of these benchmarks. For a complete list of the benchmark measures and the most recent data, please see the June 30, 2006 *Gray Notebook*, page 75.

Alignment: How Does it All Fit Together?

# Policy Mandates and Directives

**Transportation Performance Audit Board (TPAB) Goals**

The following overarching goals suggested by the Transportation Performance Audit Board (TPAB) are provided for reference. The WSDOT plan framework complements and supports these goals.

**T-I.** To improve the safety and security of transportation customers and systems

1. Efficient Use of Highways - Urban Areas
2. Efficient Use of Highways - Statewide
3. Washington State Ferries operations
4. Transit Ridership

**T-II.** To improve the predictable movement of people and goods

1. Highway Hazard Reduction
2. Bridge Hazard Reduction
3. Ferries Security and Safety
4. Emergency Management

**T-III.** To be effective managers of transportation assets and public resources

1. Preservation
2. Capital Project Quality and Delivery
3. Environmental Management
4. Workforce Management

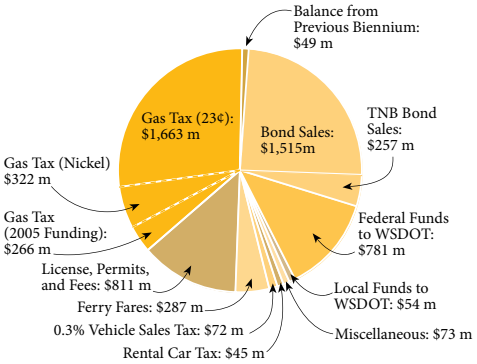
Financial Health

# WSDOT's Funding

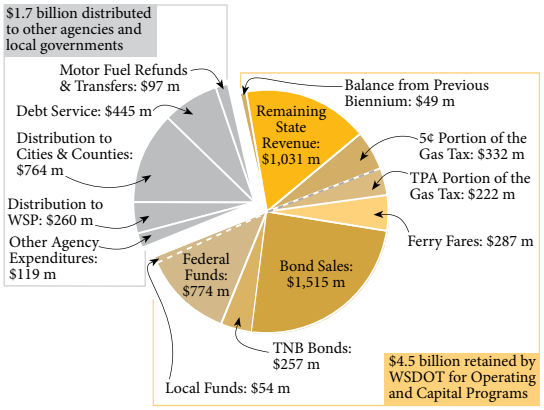
A variety of sources have funded and continue to fund transportation systems in Washington. The major sources of state transportation revenue are the gas tax and licenses, permits, and fees. The state budget is also funded from ferry fares and concessions, rental car taxes, a 0.3% sales tax on vehicle sales, and miscellaneous revenues, which include interest earnings. Funds also come from bond sales, federal funds, local funds, and remaining cash balances from previous years.

The state collects gas tax revenues, vehicle licenses, permits, and fees. Portions of these funds are distributed (by statute) back to cities and counties and other state agencies. The chart (below left) depicts projected transportation funds coming into the state for the 2005–2007 biennium. The next pie chart (below right) shows how these funds will be distributed to cities, counties, and other agencies. In general, the pattern of collection and expenditure can be expected to continue into the future.

**Total Transportation Funds Available 2005-2007**
**$6.2 billion**




**Distribution of Transportation Funds 2005-2007**
**$6.2 billion**




## WSDOT Sources of Funds

WSDOT projects are not appropriated by funding source. Revenues restricted by the 18th Amendment such as the gas tax, are only available for "highway purposes." Gas tax and non-gas tax revenues such as licenses, permits, and fees are commingled and combined with federal and local funds and bond proceeds to provide the basis from which funding for highways is achieved. Non-restricted funds (rental car tax and 0.3% vehicle sales tax, vehicle weight fees, and certain license fees) are also commingled with federal, local, and general

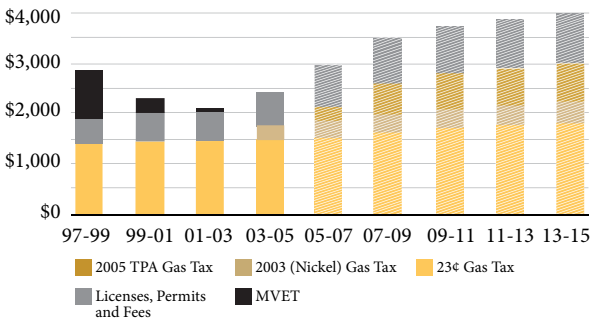
Financial Health

# WSDOT's Funding

obligation bond proceeds for use on non-highway transportation projects. WSDOT develops a budget designating an amount to be used for capital expenditures and an amount to be used for operating costs. WSDOT's budget for operations and capital investment for 2005-2007 is expected to be $4.65 billion.

**Major Sources of Tax Revenue**

*Dollars in Millions (Based on 2005 Projections)*




## WSDOT Uses of Funds

*Highways and Ferries (18th Amendment Protected Funds)*

Funding for all transportation systems is viewed as either a capital investment use or an operating use. Highways and ferries use funding for both purposes: capital uses include new projects or preservation of existing facilities and operations include maintenance, management and support, and planning, data analysis, and research.

*Operating Uses*

Maintenance is the largest component of the operating budget. For the 2005-2007 biennium $353 million is budgeted for highway maintenance and $376 million for ferries maintenance. State tax revenues, federal funds, and local government funds pay for operating costs. Ferry fare revenue is used exclusively for ferry operations and maintenance and currently covers approximately 70% of the costs.

*Capital Uses*

Highway capital program funding is comprised of a mix of state tax revenues, federal funds, and local government funds and bond proceeds.

## Multimodal Projects Funds (non-restricted funds)

Multimodal projects generally are non-highway transportation projects and can include rail, aviation, multimodal ferry terminals, and public transportation. (Because funds are non-restricted use of these funds can include highways.) Funding for these types of projects comes from the rental car tax, the 0.3% sales tax on vehicle sales, vehicle weight fees, and certain license fees. These taxes and fees are combined with federal and local funds as well as some bonding to provide the base for multimodal project funding. These include operating costs such as grants to public transportation districts, capital uses, and the aviation division

Performance Measurement and Reporting Requirements

# WSDOT's Performance Measurement and Reporting Requirements

WSDOT is set to undertake its largest project delivery program in history. Accountability to the public is of the utmost importance. Accountability and performance measurement functions encourage progressive business practices and the delivery of cost effective transportation programs. Below is an inventory of WSDOT's various reporting requirements.

**Roll-up: WSDOT's Accountability and Performance Reporting Requirements**

| Statutory Requirements | WSDOT Activity Required |
|---|---|
| GMAP: RCW 43.17; Executive Order 05-02 | Report Performance Results to Governor |
| Quality Award: RCW 43.17.390 | Apply for WA State Quality Award |
| Transportation Commission: RCW 47.01.012 | Report Benchmarks (Annually) |
| Transportation Commission: ESSB 6800 | Respond to Performance Reviews |
| Budget: RCW 43.88 | Develop Ojectives & Goals in Strategic Plan |
| Budget: RCW 43.88.090 | Conduct Self Assessment of Measurable Goals |
| Budget: SB 6241 | Quarterly Reporting Required |
| JLARC: RCW 44.28.097 | Respond to Performance Audits |
| Auditing: 46.68.290 | Respond to Performance Audits |

## GMAP

**RCW 43.17; Executive Order 05-02: Report Performance Measures**

GMAP is Governor Gregoire's signature management initiative focused on improving the results of state government. Government Management, Accountability and Performance ("GMAP") melds an intensive focus on performance measurement with the existing emphasis on priority-based budgeting. Performance measures are regularly reported to the Governor.

## Quality Award

**RCW 43.17.390: Assess Accountability and Performance**

Agencies must apply for the "Quality Award" no later than 2008. This process will be an assessment of quality management, accountability, and performance systems for agencies.

## Transportation Commission

**RCW 47.01.012: Report Benchmarks**

Mandates nine policy guides as the basis for establishing detailed and measurable benchmarks in response to the Blue Ribbon Commission on Transportation.

**Engrossed Substitute Senate Bill 6800: Performance Reviews**

The Transportation Commission shall conduct performance reviews of transportation-related agencies.

Performance Measurement and Reporting Requirements

# WSDOT's Performance Measurement and Reporting Requirements

## Budget

**RCW 43.88: Strategic Planning**
Requires the adoption of objectives in the strategic plan and requires all state agencies to define their objectives and establish measurable goals to achieve desirable and timely results. The objectives must also address the statutory purpose or intent of the program or activity.

**RCW 43.88.090: Budget Development**
For the purpose of assessing activity performance, each state agency shall establish quality and productivity objectives for each major activity in its budget. Requires measurable goals that achieve results and must conform to statutory requirements. The objectives are to align with the mission and goals of the agency. Procedures are to be established to perform self-assessments of each activity. All budget recommendations must align with the agency's mission and program and productivity goals and objectives.

**Senate Bill 6241 (2006 Session): Quarterly Reporting Required**
Requires quarterly reports to the Legislature for Nickel and Transportation Partnership Account Improvement and Preservation projects. Requires details by project including project scope, schedule, and costs. Other programs (i.e. Pre-existing Funds Projects) may be reported programmatically.

## Joint Legislative Audit and Review Committee (JLARC)

**RCW 44.28.097: Provide Performance Reports**
All agency reports that address agency performance, including administrative review, quality control, and other audit or performance reports, as requested by the joint committee, shall be furnished by the agency to provide a report to JLARC.

## State Auditor's Office

**RCW 46.68.290: State Auditor Performance Audits**
Four million dollars was appropriated by the Legislature for the State Auditor's office to conduct performance audits of various transportation-related agencies in the state.

**Initiative 900: State Auditor Performance Audit**
Authorizes the State Auditor to conduct performance audits of state and local government agencies and entities, including executive, legislative, and judicial agencies. The audits include reviews of the economy, efficiency, and effectiveness of each agency's policies, management, fiscal affairs, and operations as well as a provision for analysis of departmental performance data, performance measures, and self-assessment systems.

## Priorities of Government: Mobility WSDOT

## Overarching POG GOAL: Improve the mobility of people, goods and services

| Overarching Indicators | | Available Performance Data To Date ( in some cases alternative measures and data provided) |
|---|---|---|
| o Variance in reliable travel time in major corridors | | Ten of 20 commutes showed no change (zero minutes) or very small changes (plus or minus one minute) in average peak travel times from 2002 to 2004. One route (Renton to Auburn, SR 167 afternoon commute) showed a significant 3 minute improvement; 8 routes showed a deterioration of two minutes or greater; while the worst deterioration was the 13.5-mile Tukwila to Bellevue I-405 morning commute. Average travel time increased by four minutes. GNB Report on Congestion; September 2005; Puget Sound Corridors table- 95% Reliable Travel Time; http://www.wsdot.wa.gov/accountability/Archives/GrayNotebookSep-05.pdf#page=64 |
| o Number of identified bottlenecks eliminated | | 2003 Nickel - $2.6 billion Improve the movement of traffic in some of the most congested areas of the state, including $2.2 billion for projects in the Central Puget Sound area and $190 million in Spokane. 2005 TPA Choke Points and Congestion - $2.95 billion for 69 projects |
| o Increase share of ridership of transit and other alternative travel mode | | In 2003, the average urban fixed route boardings per hour were 26.8, the average small urban fixed route boardings per hour were 24.9, and the average rural fixed route boardings per hour were 14.4. Although both urban and small urban boardings having increased, the actual boardings per revenue hour decreased because the number of hours of service increased as well. |
| o Percent of infrastructure at or above satisfactory condition | | WSDOT tracks the percentage of pavement in poor condition: 2000 – 6.1%, 2001 – 8.9%, 2002 – 9.3%, 2003 – 10%, 2004 – 10.1%. As noted in the Gray Notebook, WSDOT is working with UW to develop a method to predict when concrete pavement will need rehabilitation. Since 2000, there has been a slow but steady increase of bridges into the “good” category. In 2004, 3% of bridges showed a condition rating of “poor,” and in 2005, only 2% were rated as “poor”. |
| o Percent of population with connectivity to the public Internet. | | NOT WSDOT |
| o Number of new housing units in designated urban centers | | NOT WSDOT |

## 1. Manage system operations and demand effectively

| Specific Strategies | Measures: | Available Performance Data ( in some cases alternative measures and data provided) |
|---|---|---|
| **1. Maximize the use of existing transportation system** | **Transportation System Management:** | |
| ***a. Transportation systems management measures (e.g. Signals, turn lanes, incident response, traveler communication system, ramp metering, CVISN)*** | o Improve average accident/incident clearance time | Per GNB 21, this was 18 minutes for Q1 2006. This is up slightly from Q1 2005 - 17 minutes, but a signifcant improvement from Q1 2002 (33 min) |
| ***b. Transportation demand management (e.g. Commute trip reduction, vanpools, carpools, flex time, toll/congestion pricing, etc.)*** | o Increase number of travel information webpage visits | GNB 21, this was 4 million daily visits for the 1st quarter of 2006 - 67% increase from same period in 2005 |
| | o Increase use of commercial vehicle transponders | GNB 15 - this increased 44% from 9/03 - 9/04 |
| | o Reduce weigh station bypass closure time | data under review |
| | | |

| | | |
|---|---|---|
| | **For Transportation Demand Management:** | |
| | o Maintain average peak travel time in major corridors | WSDOT is measuring this: Ten of 20 commutes showed no change (zero minutes) or very small changes (plus or minus one minute) in average peak travel times from 2002 to 2004. One route (Renton to Auburn, SR 167 afternoon commute) showed significant improvement. http://www.wsdot.wa.gov/accountability/Archives/GrayNotebookSep-05.pdf#page=64 |
| | o Improve winter roadway condition rating | Road conditions are evaluated and rated on a scale of one (road conditions with best traction) to five (road conditions with least traction). Nearly 1.75 for 2005 - 06, an improvement from 2.25 (2004 - 05) and 2.75 in 2003 - 04 |
| | o Reduce number of restricted bridges | 153 as of June 2006 |
| | o Increase non peak travel usage of all transportation modes | not available |
| | | |
| **2. Increase travel safety** | *Education:* | |
| | | |
| ***a. Education*** | (see measures below) | |
| ***b. Enforcement*** | *Enforcement:* | |
| ***c. Engineering*** | o Preserve (or increase) the number of troopers actively patrolling | NOT WSDOT |
| ***d. Incident responsiveness*** | o Reduce speed limits | NOT WSDOT |
| ***e. Evaluate un-marked/un-signed/un-lit pedestrian crossings*** | o Percent increase in seat belt usage (also fits education) | In 2001 this was 82.6%, and increased to 92.6 in 2002 |
| | o Reduction in percent of impaired drivers on the road | From 1998 to 2002, alcohol-related deaths per 100 million miles driven dropped 11 percent overall from 0.60 to 0.54 per 100 million miles driven in Washington. |
| | *Engineering:* | |
| | o Reduce fatalities and serious injuries | Fatalities have declined from 659 in 2002 to 600 in 2003 to 558 in 2004. The preliminary data for 2005 indicates a significant increase to over 600 fatalities. Since 1990, fatality rates have declined by 56 percent (2,491 crashes in 1990 compared to 1,105 crashes in 2003). In comparison, VMT has increased by 30 percent since data was first collected in 1994. |
| | o Reduce pedestrian and bicycle accidents (also fits education and enforcement) | Washington has improved significantly moving to the twelfth lowest nationally in 2004 from eighteenth lowest in 2001. Washington has also improved its ranking among other states for bicycle safety. In 2004, Washington moved to tenth nationally improving from sixteenth in 2001 |
| | o Reduce conflicts at grade crossings | WSDOT is actively monitoring this data. Incidents per year follow: 1999 - 51, 2000 - 45, 2001 - 38, 2002 - 32, 2003 - 46, 2004 - 57. |
| | o Reduce number of accidents in high accident locations | While the number of overall accidents has remained roughly the same over time for both HACs and HALs, there has been a notable reduction in the number of severe accidents and in the overall severity of accidents. |
| | *Incident Responsiveness:* | |
| | o Reduce number of incidences per vehicle mile traveled | 2004 fatality rate was 1.02 deaths per 100 million VMT compared to 2003 (the most recent year for which state-by-state data is available) when Washington ranked as the 6th lowest state in the nation for road fatalities, averaging 1.09 deaths per 100 million VMT. Since 1990, fatality rates have declined by 56 percent (2,491 crashes in 1990 compared to 1,105 crashes in 2003). In comparison, vehicle miles traveled (VMT) have increased by 30 percent since data was first collected in 1994. |
| | *Pedestrian Crossings:* | |

| | | |
|---|---|---|
| | o Percentage reduction in pedestrian fatalities at cross-walks | In 1999, 20% of pedestrian fatalities occurred at marked crosswalk locations. In 2004, 17% of pedestrian fatalities occurred at marked crosswalk locations. The five year average - 20% of annual pedestrian fatalities occurred at marked crosswalk locations |
| | | |
| **3. Make modal investments that support local government's land use and transportation planning activities to increase average vehicle occupancy (AVO)** | o Percent of Regional Transportation Plans that include estimate of increased AVO | WSDOT currently does not track this information |
| | o Percent of projects funded that are expected to increase AVO | The 2003 Nickel funding has 14 HOV projects, and the 2005 TPA has 9 HOV projects. These projects encourage increased ridership. |
| | o Increase average vehicle occupancy (AVO) in major population centers | The 2003 Nickel funding has 14 HOV projects, and the 2005 TPA has 9 HOV projects. These projects encourage increased ridership. |
| | o Reduce the rate of growth of vehicle miles traveled compared to population growth | The benchmark law established a goal for Vehicle Miles Traveled (VMT) per person to be maintained at 9,133- 2000. CY 2004, Washington State's citizens traveled 9,026 vehicle miles per person on all roadways, up slightly from 9,021 in 2003 |
| | o Increase percentage of region transportation plans that are" current and adequate" per Growth Management Act and Regional Transportation Planning requirements | WSDOT currently does not track this information |

## 2. Improve system quality and service

| Specific Strategies: | Measures: | **Available Performance Data** ( in some cases alternative measures and data provided) |
|---|---|---|
| **1. Provide additional system capacity on deficient corridors** | | |
| ***a. Eliminate bottlenecks*** | a. Number of identified bottlenecks eliminated | 2003 Nickel - $2.6 billion Improve the movement of traffic in some of the most congested areas of the state, including $2.2 billion for projects in the Central Puget Sound area and $190 million in Spokane. 2005 TPA Choke Points and Congestion - $2.95 billion for 69 projects |
| ***b. Coordinate public and private freight investments to fund high priority projects*** | b. Percent of high priority freight projects fully funded with contributions from state and private sectors | 2005 TPA: Freight Mobility and Economic - $542 million for 35 projects Replace six bridges and make other improvements to assist freight transportation on our state highways, local roadways and rail systems. 2003 Nickel Freight Mobility and Economic: $12 million, 2 projects Make improvements to assist freight transportation on local roadways and rail systems. |
| ***c. Eliminate conflicts between passenger and freight movements*** | c. Number of passenger-freight rail conflicts eliminated | The first quarter of 2006 on-time performance average was 39.5% for the state-supported Amtrak Cascades. This compares to 74.4% for the first quarter of 2005. |
| ***d. Complete high-capacity transit network and expand service coverage in identified areas*** | d. Percent of high-capacity transit network completed | |
| ***e. Provide sufficient marine vessel and terminal facilities*** | e. Percent of requested/prioritized projects funded | The 2005 TPA funding package provided for 4 projects to improve WSF operations; The 2003 Nickel package provided $298 million, 5 projects including providing for one new auto/passenger ferry boat, and improving ferry terminals in Mukilteo, Anacortes, and Edmonds |
| ***f. Add lane miles and complete missing system links*** | f. Percent of requested/prioritized projects funded | Legislature funded 108 Nickel projects in 2003 and 278 projects via TPA in 2005 |
| ***g. Establish freight database to inventory and assess needs*** | g. Percent of freight needs identified and entered into database | Database does not currently exist |
| | | |

| | | |
|---|---|---|
| **2. Promote greater private sector market penetration of telecommunications by increasing public sector points of access** | o Number of internet connections per geographic location per capita | NOT WSDOT |
| | | |
| ***3. Increase non-motorized trips in urban areas*** | o Miles of bike lanes completed | WSDOT owns and operates over 2,000 miles of roadway that is conducive to bicycle touring, 970 miles of bicycle trails, 240 miles of sidewalks, and 70 miles of marked bicycle lanes on or adjacent to the 7,000 mile state highway system. |
| | o Miles of sidewalk completed | WSDOT owns and operates over 2,000 miles of roadway that is conducive to bicycle touring, 970 miles of bicycle trails, 240 miles of sidewalks, and 70 miles of marked bicycle lanes on or adjacent to the 7,000 mile state highway system. |
| | o Reduce bike and pedestrian hazard locations | For the period 1991 to 1996, there were 75 known pedestrian accident locations (reoccurring crashes in a limited segment of state highway) 76% were inside cities.<br><br>For the period 1995 to 2000, there were 138 known pedestrian accident locations (reoccurring crashes in a limited segment of state highway) 67% were inside cities.<br><br>For the period 1999 to 2004, there were 89 known pedestrian accident locations (reoccurring crashes in a limited segment of state highway) 81% were inside cities. |
| | | |
| **4. Provide additional connectivity between modes** | o Percent reduction of unserved or underserved connection points | WSDOT currently does not track this information |
| | o Increase park and ride capacity | For the 1st quarter of 2004, occupancy of the 27,066 parking spaces in the 102 lots in Central Puget Sound averaged 76%. Fifty-five of the 102 park and ride lots, or 54%, surpassed the target of 70% occupancy during the quarter. Capacity increased by a net 546 new spaces between 2002 and 2003, and utilization also increased from 71% to 73%. |
| | o Increase transit service connections between modes (e.g. ferry terminals, rail stations, air) | WSDOT currently does not track this information |
| | o Percent reduction of intermodal freight barriers | WSDOT currently track this information |
| | | |
| **5. Improve access to major airports and marine ports** | o Number of bottlenecks eliminated | 2003 Nickel - $2.6 billion Improve the movement of traffic in some of the most congested areas of the state, including $2.2 billion for projects in the Central Puget Sound area and $190 million in Spokane. 2005 TPA Choke Points and Congestion - $2.95 billion for 69 projects |
| | o Number of port connection improvement projects funded | 8? http://www.wsdot.wa.gov/Ferries/projects/default.htm |
| | o Number of grade separation or reducing traffic conflicts around and into ports? | This is a Freight Strategic Mobility Investment Board activity. |
| **6. Expand Commercial Vehicle Information Systems and Networks (CVISN)** | o Percent completion of CVISN network | As of June 1, 2006, the Commercial Vehicle Information Systems and Networks (CVISN) program is now providing electronic screening at 10 weigh stations statewide to 4,382 trucking companies with 39,683 trucks equipped with transponders |
| | | |
| **7. (a) Provide ample transportation during major events** | o Percent of event goers satisfied with transportation availability (use case study approach) | NOT WSDOT |

| | | |
|---|---|---|
| ***(b) Provide ample pre-planning and coordination between event sponsors, local authorities, transit, and others as appropriate*** | o Clearance time | NOT WSDOT |
| | | |
| **8. Establish freight database** | o Percent of freight project needs identified and inventoried | Database does not currently exist |

## 3. Preserve and Maintain State, Regional, and Local Transportation Systems

| Specific Strategies: | Measures: | **Available Performance Data** ( in some cases alternative measures and data provided) |
|---|---|---|
| **1. Preserve essential components of the current transportation system** | o Lane miles in satisfactory condition | In 2003, the percent of all state highway pavements in "poor" condition increased to 10%, up from 9.3% as reported in the 2002 pavement survey. In 2000, there were 1,068 lane miles (6.1%) of pavements in "poor" condition. |
| | o Ferry capital assets implemented to meet five, ten, and fifteen year rider ship projections | At the end of March 2006, a total of $73.1 million has been spent for the 2005-07 biennium on capital investments. The total expenditures planned through March 2006 were $83.7 million.The 2006 Legislature approved the design and construction of four new vehicle-passenger vessels. The first replacement vessel is scheduled for delivery in 2009. |
| | o Ferry service maintained at or above 2005-07 levels | Forcasted ferry passenger ridership fiscal year to day (March 31, 2006) is slightly lower than the forcasted plan by 0.6%, or roughly 100,000 passengers. WSF reduced service in September and now offers passenger-only service to Vashon Island during morning and afternoon commutes. |
| | o Passenger rail service maintained at or above 2005 07 levels | Ridership on state-supported Amtrak Cascades trains totaled 77,334 for the first quarter of 2006. This represents a 10.3% decline over the first quarter of 2005. The cancellation of 113 state-sponsored train trips in January and February, mainly due to mudslides along the rail corridor, was the primary cause of this ridership decline. |
| | o Freight capacity maintained at or above 2005-07 levels | The state's grain cars continue to be well used- carloads for the first quarter increased 28% over the first quarter 2005, from 324 to 416 grain cars. |
| | o Airport runways maintained at or above industry standard | In 2004, WSDOT overlayed, reconstructed or repaired seven runways or taxiways at Washington State airports. All of the airport pavements that received maintenance from WSDOT were brought up to a perfect Pavement Condition Index number of 100. Eight additional airports are scheduled for Summer 2005. |
| | | |
| **2. Improve all-weather roads on strategic freight corridors** | o Percent of deficient lane miles of all-weather roads brought to standard | According to the 2004 pavement condition survey rating, pavements in "poor" condition increased slightly in 2004 to 10.1%, up from 10.0% as reported in the 2003 pavement survey. WSDOT recognizes this increase in "poor" Portland Concrete Cement pavement ratings and is researching options to develop an appropriate method to better predict PCC pavement life cycles. |
| | | |
| **3. Eliminate seismically and operationally deficient bridges** | o Percent of bridges in satisfactory condition | In 2004, 3% of bridges showed a condition rating of "poor," and in 2005, only 2% were rated as "poor". |
| | o Meet target number of seismic retrofit projects programmed to be completed in the biennium | For the 2005-07 biennium, seismic work is planned for 28 bridges over seven retrofit projects. |
| | o Percent reduction of highest risk bridges | 3 bridge replacements are under construction (as of 9/30/05) and six are scheduled for major repair in 05-07 biennium. |
| | o Percent of most heavily traveled bridges seismically retrofit | Three projects are currently under contract for seismic retrofit, and four are scheduled for the 05-07 biennium |
| | | |

| | | |
|---|---|---|
| **4. Maintain bandwidth to meet customer demand** | o Percent of customers able to access internet at least 80% of the time | NOT WSDOT |

## 4. Effective Management

| Specific Strategies: | Measures: | **Available Performance Data** ( in some cases alternative measures and data provided) |
|---|---|---|
| **1. Budget highway capital program by Project Type: Corridor/Sub corridor/MEGA/Project Group** | o WSDOT capital budget developed for 2007-09 uses categories agreed upon by WSDOT, the Office of Financial Management, and legislature (per Transportation Work Group recommendations) | Systems Analysis and Program Development is currently building the 2007-09 budget using this method. |
| | | |
| **2. Communicate project results in transparent and timely manner** | o Quarterly report of all TPA and nickel project variances from original budget | 29 completed projects are 1.57% over original Leg expectations |
| | o Percent of highway construction projects on time | 97% of completed projects on time to date |
| | o Percent of highway construction projects on budget | 90% of completed projects on budget |
| | | |
| **3. Clarify executive-department roles and responsibilities** | o Implement state governance changes per 2006 legislation | |
| | o Implement regional governance changes per 2006 legislation | |

## 5. Maximize resources

| Specific Strategies: | Measures: | **Available Performance Data** ( in some cases alternative measures and data provided) |
|---|---|---|
| **1. Develop sustainable financing** | | |
| ***a. Identify and implement cost saving efficiencies*** | a. Number of cost saving efficiencies implemented | |
| ***b. Provide tax options that are indexed to inflation*** | b. Tax options indexed to inflation implemented | |
| ***c. Identify and implement tolling options*** | c. Percent of revenue supported by tolls | n/a |
| ***d. Improve revenue forecasting*** | d. Reduction in forecasting errors | |
| ***e. Evaluate extent of projected debt*** | e. Reduction in projected debt | |
| ***f. Continuously evaluate fund balances*** | f. Frequency of fund balance reviews | |
| ***g. Maximize federal funding*** | g. Increase in federal funding | |
| ***h. Implement local and regional funding options*** | h. Number of local and regional funding options | |

## WSDOT Budget Activities by Program[1] (Revised as of July 2006)[1]

| Program | Activity Number | Activity Title | Activity Description | Funding Amount (in millions)[2] | Percent of Budget[2] |
|---|---|---|---|---|---|
| **Toll Operations & Maintenance** | B001 | Toll Operations & Maintenance | This activity provides for the operation and maintenance of the toll facility for the Tacoma Narrows Bridge. It also includes the maintenance and preservation of the new bridge. This is a new activity for the 2005-07 biennium. | $34.8 | 0.62% |
| **Office of Information Technology** | C001 | Office of Information Technology | This activity is responsible for developing and maintaining information systems that support the department's operations and program delivery. This activity operates, preserves, and maintains the department's information technology infrastructure, including equipment acquisition and installation; mainframe and server operations, including technical support and internet operations; and network management, personal computer support, and data/telecommunications. This activity provides software application development and maintenance, including data and resource information management; and program, project, and business application development and support. | $72.1 | 1.3% |
| **Capital Facilities** | D0OC | Capital Plant Construction | The Facilities Maintenance and Operations Program provides funding for the operations and maintenance of approximately 650 buildings owned by the department, totaling approximately 2.4 million square feet. These facilities include the regional support service center complexes located in each of the state's six designated transportation regions and 133 maintenance facilities located throughout the state. In addition to operating costs such as utilities, custodial and other required services, the program performs renovation and maintenance activities that are focused on preserving existing facilities in good working condition without extending the useful life of the asset. | $13.0 | 0.23% |
| **Facilities Maintenance & Operations** | D0O1 | Capital Plant Maintenance & Operations | This activity funds capital improvements to departmental buildings and other facilities, including construction of new facilities and major capital improvements to existing facilities. It includes site acquisition and development, facility design, and construction. | $33.2 | 0.59% |
| **Direct Project Support** | DPS1 | Highway Construction | This activity funds non project specific department functions that are essential to the delivery of the highway improvement and preservation programs. Direct project support and program support activities are generally composed of 1) labor and associated costs incurred by a office that benefit the entire improvement program, or 2) incidental labor performed by an office on a specific project that would not justify capturing the time in the labor distribution system (work duration of less than 2 hours). | $103.4 | 1.8% |
| **Operations Transportation Equipment Fund** | E0O1 | Operations Transportation Equipment Fund | The department maintains the Operations Transportation Equipment Fund (OTEF) to provide for most of the department's equipment needs (RCW 47.08.120). This program includes the acquisition, inventory management, and logistical support for vehicles, support equipment, and wireless communications system. The OTEF mission is to provide customers with reliable, well-maintained vehicles, equipment, and radio communications to enable them to provide services to the public in a safe, efficient, timely, and cost-effective manner. | $107.9 | 1.9% |
| **Aviation Operations** | F0O1 | Aviation Operations | The major functions of this activity are preservation of an adequate system of public use airports implemented through local governments; promotion of aviation in general as economic and infrastructure development; aviation safety and education; and the management of air search and rescue. State grant and technical assistance is provided to municipalities for construction, improvement, and repair of local public-use airports. Projects include lighting, runway paving, resurfacing, visual aids, crack sealing, and painting. Funding in this activity provides for the preservation, maintenance, and improvement of 16 state-owned or operated airports, which are primarily maintained for emergency purposes and are in the more remote areas of the state. This activity coordinates and participates in aviation search and rescue missions to locate overdue and missing aircraft and to silence inadvertently activated emergency transmitters. | $9.6 | 0.17% |
| **Program Delivery Management and Support** | H0O1 | Program Delivery Management and Support | This activity includes the functions associated with management and support of program delivery at headquarters and in the six regions. It provides highway construction program management and support to headquarters and the regions, and regions' executive management and administrative services. It operates the Environmental Services Office and the activities of the Transportation Permit Efficiency and Accountability Committee (TPEAC). | $55.1 | 0.98% |
| **Highway Improvements** | I01C | Mobility Improvements | This activity funds projects that increase highway capacity, with the long-term goal of reducing congestion, increasing mobility and funding urban bike lane connections. Examples include completing the High Occupancy Vehicle (HOV) lane system in the Puget Sound region, improving the level of service on rural highways and mitigating congestion on urban highways in cooperation with local and regional jurisdictions. | $2,306.0 | 40.9% |
| | I02C | Safety Improvements | This activity funds projects for collision reduction and prevention. Examples include correcting deficiencies in high-accident locations, corridors, and pedestrian crossings, making improvements at potentially hazardous locations, addressing roadway intersections, and including railroad crossings on multi-lane highways. | $247.3 | 4.4% |
| | I03C | Economic Initiatives Improvements | This activity funds projects that improve the efficiency of moving freight and goods. Examples include strengthening highways where travel is restricted due to freeze-thaw closures, improving bridges and overpasses that have height or weight restrictions, completing construction of the existing trunk system, constructing truck climbing lanes and constructing new safety rest areas. In addition, this activity addresses avalanche and flood control, scenic byways, and bike route needs. | $96.3 | 1.7% |
| | I04C | Environmental Retrofit Improvements | This activity provides funding to correct or reduce the impact of transportation facilities on the environment. Examples include addressing highway storm water runoff, removing fish passage barriers that are caused by the highway and reducing public exposure to noise by constructing noise abatement walls along highways. | $54.1 | 0.96% |

[1]Performance Measures Currently Under Development, but will be consistent with Gray Notebook, GMAP, and other Reporting Requirements
[2]Numbers and Percentages do not add up to total budget due to rounding

## WSDOT Budget Activities by Program (Revised as of July 2006)[1]

| Program | Activity Number | Activity Title | Activity Description | Amount in Budget (in millions)[2] | Percent of Budget[2] |
|---|---|---|---|---|---|
| | I07C | SR 16 Tacoma Narrows Bridge | The Tacoma Narrows Bridge Project, a project to alleviate congestion on the State Route 16 corridor, includes the construction of a new suspension bridge with two general-purpose lanes and a high occupancy vehicle (HOV) lane for eastbound traffic. The existing bridge will be reconfigured with two lanes and an HOV lane for westbound traffic. The project also includes improvements to 3.4 miles of SR 16 in Tacoma, the construction of a separated bike/pedestrian path on the new bridge, and seismic improvements to existing bridgework. The new bridge is designed to accommodate a second deck in the future. Existing rush hour traffic is substantially greater than the roadway capacity, and daily use is estimated to increase to 120,000 vehicles by 2020. The project is intended to improve the ability of people and freight to move safely within the corridor. | $138.5 | 2.5% |
| **Business Partnerships** | K001 | Public / Private Partnerships | This activity provides assistance to businesses, including resolving access and other development issues, expansion for economic growth, and the formation of financial partnerships to complete work at minimum public cost. | $3.8 | 0.07% |
| **Highway Maintenance and Operations** | M001 | Maintenance Management & Support | This sub-program funds the core management and administrative staff necessary to support the delivery of the highway maintenance program that cannot be directly distributed to specific maintenance activities. This includes maintenance engineers, administrators, superintendents, radio technicians, and clerical staff. | $20.7 | 0.36% |
| | M201 | Roadway Maintenance & Operations | This activity includes pavement patching and repair, crack sealing and chip seals, shoulder maintenance, sweeping and cleaning, and safety patrol activities. | $40.3 | 0.71% |
| | M202 | Drainage Maintenance & Slope Repair | Activities include ditch maintenance, culvert maintenance, retention and detention basins, and slope repairs. | $25.0 | 0.44% |
| | M203 | Roadside & Landscape Maintenance & Operations | This activity includes litter pickup, noxious weed and nuisance vegetation control, control of vegetation obstructions, and landscape maintenance. | $32.2 | 0.57% |
| | M204 | Bridge & Tunnel Maintenance & Operations | This activity funds bridge deck and structural repair, bridge cleaning, operation of moveable bridges, operations of the Keller Ferry, and urban tunnel operations. | $24.3 | 0.43% |
| | M205 | Snow & Ice Control Operations | Activities include snow removal, sand applications, application of de-icing agents, and avalanche | $59.0 | 1.0% |
| | M206 | Traffic Control Maintenance & Operations | This activity funds pavement striping, maintenance of raised pavement markers, sign and guidepost repair and replacement, guardrail maintenance, traffic signal system operation, highway lighting maintenance, surveillance control and driver information system operation, and issuance of oversize and overweight permits. | $50.8 | 0.90% |
| | M207 | Rest Area Operations | Activities include cleaning and sanitizing rest room buildings, collecting litter and refuse, and ensuring water and sewer systems are functional and comply with appropriate health codes. | $10.1 | 0.18% |
| | M208 | Training & Testing | Activities include technical and safety training for employees. | $22.0 | 0.39% |
| | M209 | Third Party Damage & Disaster Operations | This activity funds necessary costs to keep highways operational and functional during disasters such as floods, fires, earth slides, etc. Also included are activities required to repair damage to the highway system caused by vehicle accidents. | $21.7 | 0.38% |
| | M003 | Inventory & Stores and Undistributed Costs | Inventory and Stores Administration provides for the acquisition and administration of goods and purchased services for the department. Significant inventory categories include highway maintenance materials (including processed mineral aggregates in stockpiles), traffic control equipment, vessel repair parts and supplies, and capitalized assets. | $4.5 | 0.08% |
| **Highway Preservation** | P01C | Roadway Preservation | This activity funds the repair, repaving, and restriping of state-owned highways. It also restores existing safety features. | $221.9 | 3.9% |
| | PO2C | Structures Preservation | This activity provides funds to preserve, replace, and rehabilitate bridges and other highway structures. Work includes painting, bridge deck repairs, and seismic protection. The focus is to preserve the operational and structural integrity of bridges and structures and reduce the risk of catastrophic bridge failures from natural causes. | $339.2 | 6.0% |
| | P03C | Other Facilities Preservation | This activity funds the preservation of other facilities and highway features for which the Department is responsible, such as rest areas and weigh stations. Projects include rehabilitating drainage systems, stabilizing slopes and refurbishing existing rest areas and weigh stations to extend their service life. | $60.5 | 1.1% |
| | P05C | Undistributed Costs (MATs Lab, Printing, Bridge, Geo-Tech) | This activity provides a cost center for the operation of the department's Materials Laboratory, Geographic Services, and Printing Services organizations. Rates are established to recover the costs of these operations, but may not create a profit. | $0 | 0% |
| **Traffic Operations** | Q001 | Traffic Operations Management & Support | This activity represents the management, planning, and program administration of the Traffic Operations Program at both the statewide and regional level. | $2.8 | 0.05% |

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[2]Numbers and Percentages do not add up to total budget due to rounding

## WSDOT Budget Activities by Program (Revised as of July 2006)[1]

| Program | Activity Number | Activity Title | Activity Description | Amount in Budget (in millions)[2] | Percent of Budget[2] |
|---|---|---|---|---|---|
| | Q002 | Traffic Operations Program Operations | This activity is directed at maximizing system efficiency and ensuring the safe use and operation of the transportation system. Functions include operating ramp meters, tunnels, traffic signals, and transportation management centers that monitor cameras, dispatch incident response units, and provide traveler information on the Web, to the media, by radio, or by phone. The unit responds to constituent inquiries and provides low-cost operational safety and efficiency projects that include rumble strips, lane restriping, traffic signal upgrades, signs and illumination at dark intersections, minor intersection realignment, warning devices for wrong-way movements, and speed limit changes. | $47.4 | 0.84% |
| | Q00C | Special Advanced Technology Projects | This activity funds the capital construction of Intelligent Transportation System (ITS) projects to improve traveler information and commercial vehicle operations, and provide safety and congestion relief to the traveling public by applying advanced technology to the transportation system. | $39.8 | 0.71% |
| **Transportation Management & Support** | S001 | Transportation Management & Support | The Transportation Management and Support program consolidates agency-wide executive management and support service functions. The executive management and the policy functions of the agency include executive administration, audit, equal opportunity, communications, government liaison, and the Ombudsman's Office. Also, included in this activity are budget, accounting, risk management, and human resources management. In addition, several agency-wide services such as mail services, publications, records managements, and contracts are funded through this activity. | $30.2 | 0.54% |
| **Planning & Research** | T001 | Planning & Research | This program includes the development of a strategic statewide transportation plan. Activities include collecting and analyzing transportation data on roadway conditions, traffic and travel, accidents, mapping, and other geographic information systems. The program provides a variety of financial, statistical, and economic analysis functions, including funds management and preparation of financial plans and revenue forecasts. The program supports the Gray Notebook performance reporting process and other work of the Department related to performance measures and benchmarks. It also carries out research focused on developing and adapting new and innovative practices to improve the operation and service delivery of the department. It also administers pass through planning grants for metropolitan planning organizations and regional transportation planning organizations. | $49.6 | 0.88% |
| **Charges from Other Agencies** | U001 | Charges from Other Agencies | Payments to other agencies are for statewide general overhead activities that include the Office of the State Auditor, the Department of Personnel, the Department of General Administration, the Office of Minority and Women's Business Enterprises, the Secretary of State, and the Office of Financial Management Division of Risk Management for self-insurance and tort defense. | $62.9 | 1.1% |
| **Public Transportation** | V001 | Public Transportation | The Public Transportation program is responsible for developing, implementing, and managing strategies, initiatives, and policies that support alternatives to the single occupant vehicle. The program provides financial and technical assistance to local jurisdictions and public transportation agencies; and manages the state commute trip reduction program and the Agency Council on Coordinated Transportation (ACCT). Efforts support ride-sharing, Transportation System Management, Transportation Demand Management, and other related statewide programs. Public Transportation administers state and federal grants to public and private transportation agencies that serve rural communities, the elderly, and persons with disabilities. This activity provides technical assistance and grants to facilitate the connection and integration of public transportation and highway system throughout the state. This activity provides state and federal grants for major employers, local jurisdictions, and public transportation agencies activities that include trip reduction, ride-sharing, and vanpooling. The activity is responsible for the statewide oversight of safety and security functions of local light rail systems. | $106.0 | 1.9% |
| **Ferries Construction** | W0C1 | Terminal Construction | This activity funds the new construction and repair of ferry terminals to keep them in safe, efficient operating order. | $234.4 | 4.2% |
| | W0C2 | Vessel Construction | This activity funds the new construction and repair of ferry vessels to keep them in safe, efficient operating order. | $202.3 | 3.6% |
| | W0C3 | Emergency Repairs | This activity funds the emergency repair of ferry vessels and terminals to keep them in safe, efficient operating order. | $6.4 | 0.11% |
| **Ferries Maintenance and Operations** | X001 | Ferries Operation Management & Support | This activity includes Ferries executive and administrative support such as program oversight, accounting, human resources, contract administration, public relations, and audit functions. | $23.5 | 0.42% |
| | X002 | Daily Operation of Terminals & Vessels | This activity directly supports the legislatively-approved service schedule and service hours for the ferry system. The activity includes labor, fuel, and materials for deck and engine operations of the fleet. Daily operations also include revenue collection costs, traffic control costs, operations training, and vessel and terminal operations management and support. | $315.9 | 5.6% |

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[2]Numbers and Percentages do not add up to total budget due to rounding

## WSDOT Budget Activities by Program[1]

| Program | Activity Number | Activity Title | Activity Description | Funding Amount (in millions)[2] | Percent in Budget[2] |
|---|---|---|---|---|---|
| | X003 | Maintenance of Terminals & Vessels | Maintenance includes labor, materials, repair contracts, and miscellaneous costs associated with terminal and vessel maintenance--Vessel maintenance is accomplished by Washington State Ferries (WSF) at its dedicated maintenance facility at Eagle Harbor. Larger vessel maintenance contracts and drydockings are performed at commercial shipyards around Puget Sound. Terminal maintenance includes routine asset maintenance and inspection performed by Eagle Harbor staff, and contracted maintenance for major maintenance needs. | $54.2 | 0.96% |
| **Rail Operations** | Y001 | Rail Passenger & Freight Operations | The activity is responsible for funding, planning and implementing rail passenger service; supporting operation of state-sponsored service between Vancouver, British Columbia, and Portland, Oregon, as well as maintaining Talgo trains used for state-sponsored operations. The state's freight rail program analyzes conditions, trends, light density rail issues, and potential needs of Washington's freight rail system. | $39.1 | 0.69% |
| **Rail Capital** | Y0C4 | Rail Passenger Capital | This activity funds capital investments in the passenger rail program, including track improvements and acquisition of passenger train equipment. | $126.9 | 2.3% |
| | Y0C5 | Rail Freight Capital | This activity provides grants for light density freight rail systems. | $30.5 | 0.54% |
| | Y0C6 | King Street Station Facility Improvements | This activity funds the renovation of the King Street Station. | $0 | 0% |
| **Local Programs, Operating** | Z001 | Local Programs Operations | This activity is responsible for administration of state and federal funds that support city and county transportation systems. Under WSDOT's stewardship agreement with the Federal Highway Administration (FHWA), Local Programs serves as the program manager for all federal aid funds that are used locally to build and improve transportation systems of cities, counties, ports, tribal governments, transit agencies, and metropolitan and regional planning organizations statewide. This activity provides program and policy oversight for sidewalks, bike lanes, trail, pedestrian, and transit-rider crossing improvements and other non-motorized community connections. This activity provides the operating subsidy to reimburse Wahkiakum County for a portion of the operating and maintenance costs deficit, pursuant to RCW 47.56.720. | $10.3 | 0.18% |
| **Local Programs, Capital** | Z00C | Local Programs - Investments Off State System | This activity manages and administers the local agency federal aid program that provides funds to cities, counties, ports, tribal governments, transit systems, and metropolitan and regional planning organizations for transportation improvement projects off and on the state highway system. This activity also administers state funded, local agency grant programs as well as individual local agency projects including freight mobility. | $50.2 | 0.90% |
| **Total** | | | | **$5,639.8** | **100.0%** |

[1]Performance Measures Currently Under Development, but will be consistent with Gray Notebook, GMAP, and other Reporting Requirements
[2]Numbers and Percentages do not add up to total budget due to rounding